

## Cabinet

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Meeting Venue  
**Council Chamber - County Hall,  
Llandrindod Wells, Powys**

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Meeting date  
**Tuesday, 9 July 2019**

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Meeting time  
**10.30 am**

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For further information please contact  
**Stephen Boyd**  
01597 826374  
steve.boyd@powys.gov.uk



County Hall  
Llandrindod Wells  
Powys  
LD1 5LG

3 July 2019

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Mae croeso i chi siarad yn Gymraeg neu yn Saesneg yn y cyfarfod.  
Rhowch wybod pa iaith rydych am ei defnyddio erbyn hanner dydd, ddau ddiwrnod  
gwaith cyn y cyfarfod.  
You are welcome to speak Welsh or English in the meeting.  
Please inform us of which language you wish to use by noon, two working days  
before the meeting.

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### AGENDA

<b>1.</b>	<b>APOLOGIES</b>
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To receive apologies for absence.

<b>2.</b>	<b>MINUTES</b>
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To authorise the Chair to sign the minutes of the last meeting held as a correct record.

(Pages 5 - 10)

<b>3.</b>	<b>DECLARATIONS OF INTEREST</b>
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To receive any declarations of interest from Members relating to items to be considered on the agenda.

<b>4.</b>	<b>DIRECTOR OF SOCIAL SERVICES ANNUAL REPORT FOR 2018/19</b>
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To receive and consider the Director of Social Services Annual Report for 2018/19.

(Pages 11 - 76)

<b>5.</b>	<b>ADOPTING - A CHILDREN'S PLEDGE FOR ALL CHILDREN &amp; YOUNG PEOPLE IN POWYS - FROM DAY ONE TO WHEN THEY'RE 25 YEARS OLD</b>
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To consider a report by County Councillor Rachel Powell, Portfolio Holder for Young People and Culture.

(Pages 77 - 86)

<b>6.</b>	<b>FOSTERING SERVICE IMPROVEMENT</b>
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To consider a report by County Councillor Rachel Powell, the Portfolio Holder for Young People and Culture.

(Pages 87 - 98)

<b>7.</b>	<b>EFFICIENCY SAVINGS REPORT FOR THE YEAR ENDED 31ST MARCH 2019</b>
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To consider a report by County Councillor Aled Davies, Portfolio Holder for Finance, Countryside and Transport.

(Pages 99 - 104)

<b>8.</b>	<b>POWYS COUNTY COUNCIL INFORMATION GOVERNANCE (IG) REPORT 2018-2019</b>
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To consider a report by County Councillor James Evans, Portfolio Holder for Corporate Governance, Housing and Public Protection.

(Pages 105 - 122)

<b>9.</b>	<b>IMPROVEMENT AND ASSURANCE BOARD MINUTES</b>
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To receive for information the minutes of the Improvement and Assurance Board meeting held on 5<sup>th</sup> June 2019.

(Pages 123 - 130)

<b>10.</b>	<b>JOINT PARTNERSHIP BOARD MINUTES</b>
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To receive for information the draft minutes of the Joint Partnership Board meeting held on 6<sup>th</sup> June 2019.

(Pages 131 - 134)

<b>11.</b>	<b>CORRESPONDENCE</b>
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To receive such correspondence as in the opinion of the Leader is of such urgency as to warrant consideration.

<b>12.</b>	<b>DELEGATED DECISIONS TAKEN SINCE THE LAST MEETING</b>
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To note the delegated decisions taken since the last meeting.

(Pages 135 - 136)

<b>13.</b>	<b>FORWARD WORK PROGRAMME</b>
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To consider the Cabinet forward work programme.

(Pages 137 - 140)

<b>14.</b>	<b>EXEMPT ITEMS</b>
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The Monitoring Officer has determined that category 3 of the Access to Information Procedure Rules applies to the following items. His view on the public interest test (having taken account of the provisions of Rule 14.8 of the Council's Access to Information Rules) was that to make this information public would disclose information relating to the financial or business affairs of any particular person (including the authority holding that information).

These factors in his view outweigh the public interest in disclosing this information. Members are asked to consider these factors when determining the public interest test, which they must decide when considering excluding the public from this part of the meeting.

<b>15.</b>	<b>EXTRA CARE &amp; NEUADD MALDWYN, WELSHPOOL</b>
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To consider a report by County Councillor Aled Davies, Portfolio Holder for Finance, Countryside and Transport, County Councillor Phyl Davies, Portfolio Holder for Highways, Recycling and Assets, County Councillor Stephen Hayes, Portfolio Holder for Adult Social Services and County Councillor James Evans, Portfolio Holder for Corporate Governance, Housing & Public Protection.

(Pages 141 - 224)

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**MINUTES OF A MEETING OF THE CABINET HELD AT COUNCIL CHAMBER -  
COUNTY HALL, LLANDRINDOD WELLS, POWYS ON TUESDAY, 18 JUNE 2019**

**PRESENT**

County Councillor M R Harris (Chair)

County Councillors A W Davies, MC Alexander, P Davies, J Evans, R Powell and M Weale

In attendance: County Councillors J Charlton and P Roberts and Mrs A Davies.

<b>1.</b>	<b>APOLOGIES</b>
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Apologies for absence were received from County Councillor S M Hayes.

<b>2.</b>	<b>MINUTES</b>
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The Leader was authorised to sign the minutes of the last meeting held on 21<sup>st</sup> May 2019 as a correct record.

<b>3.</b>	<b>DECLARATIONS OF INTEREST</b>
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County Councillors Aled Davies and James Evans declared personal and prejudicial interests in agenda item 7, School Budgets.

<b>4.</b>	<b>FINAL VISION 2025: OUR CIP 2019/20 UPDATE AND ANNUAL REPORT 2018-19</b>
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Cabinet considered the draft Vision 2025 CIP Update and Annual Performance Report 2019 which set out the Council's performance during 2018-19 against delivering the well-being objectives in Vision 2025 and updates to the plan for 2019-20. The draft report had been considered by the Joint Scrutiny Working Group and the Leader thanked members of the group for their input.

Portfolio Holders noted key areas of progress in their service areas, from the building of five new schools and the success of the Powys Pound scheme to completion of the Welsh Housing Quality Standard programme.

Some further amendments would be made to the draft to be considered by Council and a video presentation for Council was being finalised.

<b>RESOLVED</b>	<b>Reason for decision:</b>
<b>To approve the DRAFT Vision 2025 CIP Update and Annual Performance Report 2019 (attached at Appendix A), and recommend to County Council for</b>	<b>To ensure the report gives a balanced and open account of Powys County Council's performance during the 2018-19 financial year, against the well-</b>

<p><b>approval on 11<sup>th</sup> July 2019.</b></p>	<p><b>being objectives set out in Vision 2025: Our Corporate Improvement Plan 2018-2023.</b></p> <p><b>To ensure the Council meets its statutory obligations as outlined in the Well-being of Future Generations (Wales) Act 2015 and Local Government (Wales) Measure 2009.</b></p>
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**5. FINANCIAL OUTTURN FOR THE YEAR ENDED 31ST MARCH 2019**

Cabinet considered the budget outturn report for the year ended 31st March 2019. The final outturn position was an overspend of £713k versus the working budget, which would be funded from the General Fund reserve. The figures included savings delivered of £6.536m, 58% of the £12.296m target. Of the £5.76m of savings unachieved, £2.2m related to the Children’s Service budget which were achievable and had been written out of the 2019/20 budget. Adjusting for these, recurrent savings of £1.86m or 22% of the 2018-19 target had to be delivered in 2019/20. The Head of Finance noted that the delivery of savings in 2019/20 would be a significant challenge and that reserves needed to be kept at an appropriate level to support any potential slippage in delivery of savings or additional potential demand pressures.

<b>RESOLVED</b>	<b>Reason for decision</b>
<p><b>That the report be noted.</b></p>	<p><b>To outline the end of year financial position and the council’s financial performance.</b></p> <p><b>To ensure appropriate reserves are established.</b></p>

**6. CAPITAL PROGRAMME OUTTURN POSITION FOR THE FINANCIAL YEAR ENDING 31ST MARCH 2019**

Cabinet was advised that the revised working budget for the 2018/19 Capital Programme, after accounting for approved virements, was £81.170m. The actual spend to the end of March 2019 was £76.971m, leaving £4.799m or 5.87% of the budget uncommitted. The report set out a number of virements to be rolled forward into 2019/20, with those above £500,000 requiring approval by Council. The Portfolio Holder for Learning and Welsh Language noted that the collapse of Dawnus had caused a delay to the Welshpool school reorganisation project and she thanked staff and pupils for their forbearance.

The report also set out details of capital receipts from the sales of land, property and vehicles. The Leader noted the need for a review of sales from the County Farms Estate.

<b>RESOLVED:</b>	<b>Reason for decision:</b>
<p>1. That the contents of this report are noted by Cabinet.</p> <p>2. That Cabinet approves the virements proposed in section 2 of the report.</p> <p>3. That all virements over £500k are recommended to Council for approval.</p>	<p>To report on the Capital Outturn position for the 2018/19 financial year.</p> <p>To ensure appropriate virements, are carried out to align budgets and financing requirements.</p> <p>To ensure that budgets for uncompleted projects is made available in the new financial year.</p>

<b>7. SCHOOL BUDGETS 2019/20</b>
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County Councillors Aled Davies and James Evans declared personal and prejudicial interests in this report and left the meeting while it was being considered.

Cabinet was advised that since the agenda had been published, Llanfyllin High School and Ysgol Meifod had submitted compliant budgets and therefore the recommendation in the report would be amended to reflect this. The Portfolio Holder for Learning and Welsh Language advised that setting school budgets had become more difficult with the move from funding supported through the Revenue Support Grant to one off grants which schools could not guarantee would last from one year to the next. This was also one of the reasons that some schools built up reserves.

The Chair and Vice-Chair of the Learning and Skills Scrutiny Committee presented the Committee's recommendations on the report highlighting in particular concerns over the deficit at Ysgol Calon Cymru, the level of central support available to schools and the training available to governors. With regard to the budget deficit at Ysgol Calon Cymru, the Head of Schools did not regard this as insurmountable with appropriate leadership and support and he outlined how the authority would be more proactive in recruiting a new headteacher. The points made about making training more accessible to governors either through webcasts or locally held events were accepted. A full response to the Scrutiny recommendations was required by 18<sup>th</sup> August.

<b>RESOLVED</b>	<b>Reason for decision</b>
<p>1. That the proposal in section 5.4 regarding the licensing of deficit budget positions for 2019/20 for the following schools is approved and recommended actions (Appendix A) are agreed.</p> <p>Churchstoke C P Llanbister C P</p>	<p>To comply with the Authority's scheme for the financing of schools</p>

<p>Llanfechain C in W  Llangedwyn C in W  Maesyrhandir C P  Ysgol Bro Cynllaith  Llanidloes High  Brynllwarch Hall  Ysgol Meifod</p>	
<p>2. That the proposal in section 5.5 regarding the unlicensed deficit budget positions for 2019/20 for the following schools is approved and recommended actions (Appendix A) are agreed.</p> <p>Brynhafern C P  Carreghofa C P  Llanbedr C in W  Llandrindod Wells C P  Cefnlllys  Llanerfyl C in W  Llansantffraid C in W  Presteigne C P  Rhayader C in W  St Michael's C in W  Ysgol Gymraeg Dyffryn Y  Glowyr  Ysgol y Bannau  Brecon High  Ysgol Maesydderwen  Crickhowell High  Ysgol Bro Hyddgen  Welshpool High  Ysgol Calon Cymru  Ysgol Cedewain</p>	<p>To comply with the Authority's scheme for the financing of schools</p>
<p>3. That the Portfolio Holder for Education has the delegated decision on whether to apply clawback as mentioned in paragraph 4.2 of the report, pending reasons for the surplus being in excess of the position submitted to cabinet in June 18.</p>	<p>To comply with the Authority's scheme for the financing of schools</p>

<p>4. That all schools that are potentially subject to clawback for 2019/20 as set out in paragraph 4.3 have their budgets re-assessed after spending plans have been submitted by the 5<sup>th</sup> July 2019 and a further report brought back to Cabinet during the Autumn Term 2019.</p>	<p>To comply with the Authority's scheme for the financing of schools</p>
<p>5. Existing Loans are monitored.</p>	<p>To comply with the Authority's scheme for the financing of schools</p>
<p>6. All actions recommended in Appendix A for the schools that are non-compliant on submitting budgets as stated in 1.7 are approved.</p>	<p>To comply with the Authority's scheme for the financing of schools</p>

County Councillors Aled Davies and James Evans returned to the meeting.

**8. STRATEGIC RISK REGISTER REPORT QUARTER 4 - 2018/19**

Cabinet considered the Strategic Risk Register report for Quarter 4. During the quarter, 3 risks had been removed from the register and a 4<sup>th</sup>, on the decrease in the working age population in the county had been added.

<p><b>RESOLVED</b></p>	<p><b>Reason for Decision:</b></p>
<p>That;</p> <ul style="list-style-type: none"> <li>• Cabinet notes the risk register and the current risks faced by the organisation.</li> <li>• Risks for each Service, and any Programme and Projects are recorded on JCAD.</li> </ul>	<p>To ensure appropriate understanding and management of risk and good governance of the Council.</p>

**9. IMPROVEMENT AND ASSURANCE BOARD MINUTES**

The minutes of the Improvement and Assurance Board meeting held on 1<sup>st</sup> May 2019 were received.

<b>10. CORRESPONDENCE</b>
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There were no items of correspondence reported.

<b>11. DELEGATED DECISIONS TAKEN SINCE THE LAST MEETING</b>
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Cabinet received details of delegated decisions taken by portfolio holders since the last meeting.

<b>12. FORWARD WORK PROGRAMME</b>
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The Leader asked portfolio holders to make sure that the Cabinet forward work programme was kept populated.

The Leader thanked everyone involved in the organisation of stage 5 of the Women's Tour cycle race held in Powys on 14<sup>th</sup> June.

Cabinet welcomed the news that Machynlleth would be the host of the Urdd Eisteddfod in 2022, which would be the centenary of the event.

**County Councillor M R Harris (Chair)**



# Director of Social Services Annual Report 2018-2019



# Director of Social Services Annual Report 2018-19

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  - (b) Working with people and partners to protect and promote people's physical and mental health and emotional well-being
  - (c) Taking steps to protect and safeguard people from abuse, neglect or harm
  - (d) Encouraging and supporting people to learn, develop and participate in society
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## 1. Director's Summary of Performance

These past 12 months have been a busy time for social services in Powys as we continue our journey towards excellence. We are now in our second year of improvement following the Care Inspectorate Wales (CIW) inspection of both our adults and children's services, which highlighted several areas for Powys Social Services to address.

As an organisation, we have been achieving important milestones in our improvement journey since the inspection of Children's Services in 2017 – both those set areas identified through inspection regimes and also those areas of development set as part of our aspirations to deliver the best possible service to those Powys residents who require our service. It has taken a considerable amount of collective effort and collaborative working across the council and with partners. As the Director of Social Services, I am extremely grateful for the commitment and efforts of our colleagues and partners and that of our staff within the service, who have worked tirelessly to drive the improvements we have seen to date. In terms of outcomes, some children, families and adults who use services have seen real benefits. However, we are still in a relatively early stage of our journey. Our work to date has demonstrated that we were, in some areas, driving performance and professional practice from a very low starting point.

On the other hand, there have been encouraging signs about our capacity to deliver positive sustainable change while dismantling some of the obstacles that could get in the way. In Adults' Services we have learned from previous inspections and from best practice across Wales in applying the Social Services and Well-being Act along with other legislative requirements. I am pleased to report that that we have worked hard to ensure that:

- Individuals are engaged in a "What Matters" conversation at an early stage in their engagement with the service.
- Social care practice is becoming grounded in a more asset/strengths-based models including *Signs of Safety in Children Services*. This will be one of our key priorities to ensure that this is consistently being applied and fully embedded in to day to day practice.
- We are prioritising and extending our Information, Advice and Assistance services, (IAA) especially in rural areas. This includes ensuring that services, such as the library service, provide information and advice, as well as our plans for commissioning a virtual occupational therapy service online in 2019/20.
- We have improved coordination between our Safeguarding Team and Community Connectors to provide information, advice and assessment. Community Connectors are now integrated in to the ASSIST service in Adults' Services.
- Funding from the Welsh Government's Integrated Care Fund (ICF) has allowed us to commission pilot projects and develop new services which are more outcome focused, for the most part in the third sector. This approach to the IAA service encourages diversity and respect for communities through the

use of a wide range of third sector organisations, with an understanding of the local culture and requirements.

- During 2018-19, our Technology Enabled Care project has continued to add new services and expanded our outreach efforts.
- We continue to focus on stabilising the workforce and progressing the implementation of the Children's Services restructure following a period of consultation with staff. In February, we commenced a recruitment drive with several of the current agency staff applying for permanent roles. We have started a programme of promoting the council through attendance at careers fairs in Birmingham and, in the coming months, Manchester. This will be further developed by attending university open days throughout Wales and neighbouring counties during 2019-20 to further develop and strengthen the workforce.

Looking ahead, we have produced a work programme to improve our services over the next few years. This report is one way that we can be accountable to people in Powys for the steps we will make to reach our overall aims of:

- Supporting families to stay together wherever appropriate and reducing the need for children to be looked after by the council, by focusing on services which provide timely help, build on family strengths and preventing greater problems arising.
- Children First - A project called 'Raising Aspirations' is taking place in response to community feedback regarding futures for young people in Newtown. This is a monthly session where local inspirational people present their experience of work and talk about what they do, to Year 6 pupils.
- Managing risk confidently and effectively when providing support to families where children and young people need to be safeguarded or are deemed to be on the 'edge of care' by making sure that their needs are accurately assessed and met effectively, with positive outcomes for them. This includes supporting families to avoid children becoming accommodated unnecessarily and by making private arrangements within their wider family networks so that children become looked after by the council only where this is clearly in their best interests.
- Securing a flexible and affordable mix of high-quality provision for children who are looked after, adults who require care and support and their carers to meet the diverse range of their individual needs and circumstances;
- Giving children and young people clearly planned journeys through care and into adulthood which remain focused on achieving care and support plans, prevent drift, enable them to be reunited with family and friends where possible, have stable placements and exit the care system with good prospects for improved life chances.
- Children's Services have developed a Strategic Framework for our Children Looked After. The purpose of this framework is to improve outcomes for children looked after in Powys. This is underpinned by the following strategies and frameworks: Permanence, Closer to Home and Edge of Care, Leaving

Care Strategy, Sufficient Supply of High-Quality Care Placements, Participation and Voice of the child and Quality Assurance.

- Promoting independence and self-care wherever possible, to work alongside partners, especially health, to ensure that individuals with complex care needs have the assessment they require under legislation and ensure that appropriate provision is available to meet their needs if required and wherever possible the use of technology is used to mitigate risk, promote independence and enable individuals to remain in their own home for as long as possible.
- Supporting adults and carers who require care and support, with timely assessment and ensuring the right level of care and support is available to adults who require this support.
- Providing support to adults by making sure their needs are accurately assessed and met effectively, with positive outcomes for them. This will be in a strengths-based approach which will involve helping them to re-connect with their community networks and supporting carers to continue to care for their relative.
- Identify risk positively and effectively when providing support to adults by making sure their needs are accurately assessed and met effectively, with positive outcomes for them. This will be in a strengths based approach which will involve reconnecting with their community networks and supporting carers to continue to care for their relative.
- Risk management needs to take into account the capacity of the individual to make specific decisions in terms of their lives, and decisions need to be made in compliance with legislation in terms of best interest where deemed appropriate.
- Continuing to improve staff engagement through channels for good practice and creative ideas to be shared across the service. We have already established an Employee Representative Group, which meets on a 6-weekly basis with senior management. Initiatives in the coming year will prioritise building staff engagement and well-being.

Everyone has worked hard over this difficult period and organisational change does not happen overnight. Our improvement plans are having tangible results and we will continue to invest in, and support, improvements to our service delivery. Thanks to the hard work of staff, corporate colleagues, partner organisations and political support, we are making significant improvements; albeit that there is still much to do to reach the standards we aspire to for the residents of Powys.



Alison Bulman

Director of Social Services

## 2. Introduction

This is the Director of Social Services' report for 2018-19 for Powys County Council. It provides an overview of how well the services achieved the intended outcomes as set out in 2017-18's report, what the major achievements and challenges were, as well as identifying new developments and aspirations for 2019-20 and beyond.

Powys County Council's Social Services Department is structured in to Children's Services and Adults' Services, both supported by a Commissioning team. Accordingly, during the year a senior management restructure saw this confirmed with two new Heads of Service being appointed to lead the services.

The Adults' Social Care service adopted new principles of working, as set out in its improvement plan. These included:

### How We Will Work Together

We believe that everyone should be seen as unique individuals who have strengths, hopes and aspirations as well as needs or problems. We want to support people to live the best life they can, helping them to find solutions that fit. We will focus on what matters to the individual.

<b>We will:</b>	<b>You can help by:</b>
<b>Listen, be open, honest, friendly and non-judgmental.</b>	<b>Having your say and telling us about your experience.</b>
<b>Ensure that children and young people's voices and opinions are heard and are visible in all aspects.</b>	<b>Making your voice heard, participate in children and young people's forums and panels.</b>
<b>Work with our partners to protect you from abuse and exploitation.</b>	<b>Being aware and raising concerns about people who may be at risk of being harmed.</b>
<b>Support you to maintain your personal dignity, self-respect and to focus on what matters to you.</b>	<b>Staying safe, being healthy and active.</b>
<b>Support you to make informed decisions so that you can do what's important to you.</b>	<b>Engaging with us and taking responsibility for your health and keeping well.</b>
<b>Provide good, accessible information and advice.</b>	<b>Using online services where possible.</b>
<b>Help communities to be inclusive and supportive to minimise loneliness and isolation.</b>	<b>Be aware of what is available in your community and getting involved.</b>
<b>Be open to new ways of working and to embrace technological solutions, enabling a focus on getting value for money.</b>	<b>Providing ideas and trying new ways of working together.</b>

This report considers how people are shaping our services; how the service promotes and improves the wellbeing of those being helped; how the council undertakes its functions; and finally enables access to further key information and documents if required.

### **3. How Are People Shaping Our Services?**

Communicating and engaging with the public is important to how we shape the services people need and collectively evaluate how well we perform in delivering care and support to those who need it. Engaging and consulting on service development and delivery is crucial to delivering what the people of Powys require.

We are eager to hear about the services we already deliver and how we can support adults and children better. This is important for all our services and those who access them. In some areas we have done well to engage adults but we need to improve how children are enabled to voice their opinions on the decisions that affect them.

Both service users and carers have been fully involved in the Carers' Steering Group, the Live Well and Age Well Partnerships and other service user forums. Carers and citizens' representatives are supported through commissioned Credu and PAVO services to enable their involvement and informed engagement at these groups, as well as at the Regional Partnership Board.

During the CIW Inspection of Children's Services in October 2018, improvements were found with renewed participation by senior managers in the Regional Safeguarding Board and reactivation of the local safeguarding operational group and Corporate Parenting Group. CIW found greater corporate oversight of Children's Services, including indications of improving challenge and influence via the scrutiny process through cross party membership, training has been and continues to be provided to Members. The Chair of the Corporate Parenting Group does note that further work is required to ensure consistent attendance by statutory agencies and the voice of the child is heard by the representation of young people.

We have re-established the Care Leavers Forum and in February we met at Broneirion in Llandinam. We spent some time looking at the young people's experiences of Pathway Plan Reviews and were also joined by Marc James who talked about traineeships. We then did the 'Escape Rooms' in the afternoon after having lunch, which everyone enjoyed. We had seven care leavers present.



In April we met at BUILT Wells Sports Centre. We played a few different games including badminton and dodgeball, and again had lunch together.



Jan Coles arrived after lunch and spent some time playing badminton and dodgeball with the young people before we had a question and answer session with Jan. This went well and was well received by the young people.

We continue to have opportunities for young people to reflect and inform on service development through the Young People's Safeguarding Group and have had presentations by young people to the Powys local operational group.

#### Mid and West Wales Advocacy - Participation Groups

We run three safeguarding participation groups – Eat Carrots be Safe from Elephants (in Powys), Safe Stars (in Ceredigion) and CADW (which is a regional Junior Safeguarding Children's Board covering the counties of Carmarthenshire, Ceredigion, Pembrokeshire and Powys).

All groups are open to young people aged 11 years and above. The groups meet three or four times a year to talk about safeguarding topics important to them and they share this information with people like social services and the police to help inform their work.

The groups don't just meet and talk. They also organise and take part in some great activities, including residential weekends, making DVDs and raps!

Listen to CADW's rap via the link below:

<https://www.tgpcymru.org.uk/what-we-do/mid-and-west-wales-advocacy/>



We have developed a Strategic Framework for our Children Looked After. The purpose of this Strategic Framework is to improve outcomes for children looked after in Powys. We recognise

that there are a number of key challenges and areas for improvement. This Strategic Framework will act as the overarching strategy for the chapters that sit beneath it:

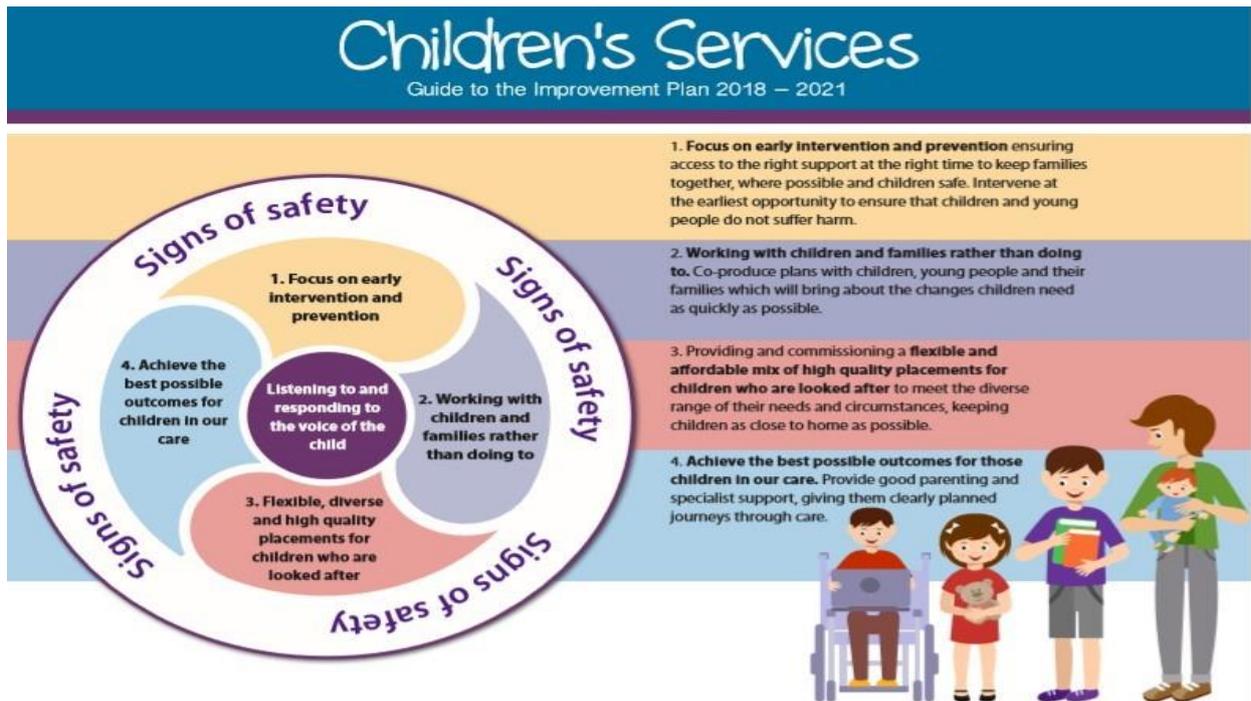
- Permanence Strategy - We recognise it is not possible to take a systemic or holistic approach to permanency planning without recognising that children's needs change over time. We recognise that the strategies and plans which set out the support for children, families and carers must work together to address the needs of those children who come into our care throughout their childhoods and on into adulthood.
- Closer to Home and Edge of Care Strategy - Wherever possible we will always try to keep children safe, and meet their needs within their home

communities or as close to their home communities as feasibly possible whilst also understanding that in some cases it may not be possible to meet their individual needs locally. Most children, as they get older, will express their wish to migrate home to their families. Keeping children closer to home enables us to maintain those links and stability wherever it is safe to do so.

- Leaving Care Strategy - We have high aspirations for all our care leavers, and we are committed to encouraging them to achieve their goals and their full potential. We do this by ensuring that these children and young people have the same opportunities that we would give to our own children and young people through access to high quality education, health and social care services.
- Sufficient supply of High-Quality Care Placements – Children's Services have implemented the Access to Resource Panel, the purpose of the Panel is:
  - To monitor and review IFA and external residential placements for children looked after;
  - To ensure that families receive the right resource that meet their needs;
  - Identify gaps in service provision and mould and change services once gaps have been found;
  - To provide packages of support which cost £2,000/week or more only (including; childminding, therapy, etc);
  - To use internal and external resources appropriately.
  - To give agreement for additional needs payments (foster carers for children who require additional support) In addition, with partner agencies, we facilitate the Multi Agency Approval Panel.
  - To ensure there is ongoing corporate support and commitment to improve services for all our children looked after. All out of county children placements are being reviewed to ascertain if children and young people can return to their own communities. Strategic partnership relationships are improving.
- Participation and Voice of the child. We have an Independent Reviewing Officer service which aims to provide consistency, stability, scrutiny and Quality Assurance for care planning for children and young people. The Quality Assurance framework is in place to ensure auditing of children's files to evidence what 'good' looks like. Children have access to an advocate from Tros Gynnal Advocacy Service. Children are visited by their social worker. Children have a voice through all these services.
- Our Quality Assurance Framework ensures that the safeguarding and welfare of children is the central focus in the delivery of our services to children and their families. In order to achieve this, we will ensure that children's needs are identified, so that they receive early help and the right service at the right time, to promote their welfare and protect them. Every child and young person should have the opportunity to reach their full potential and they are best supported to grow and achieve within their own families and their own diverse communities.



- Signs of Safety is a strengths-based approach which has been adopted by Powys Children's Services as the model for social work practice with children, young people and their families. This approach supports our aspiration to achieve permanence for our children and young people through its emphasis on working collaboratively and transparently with families. The approach can often act as the catalyst that initiates behavioural changes within families.



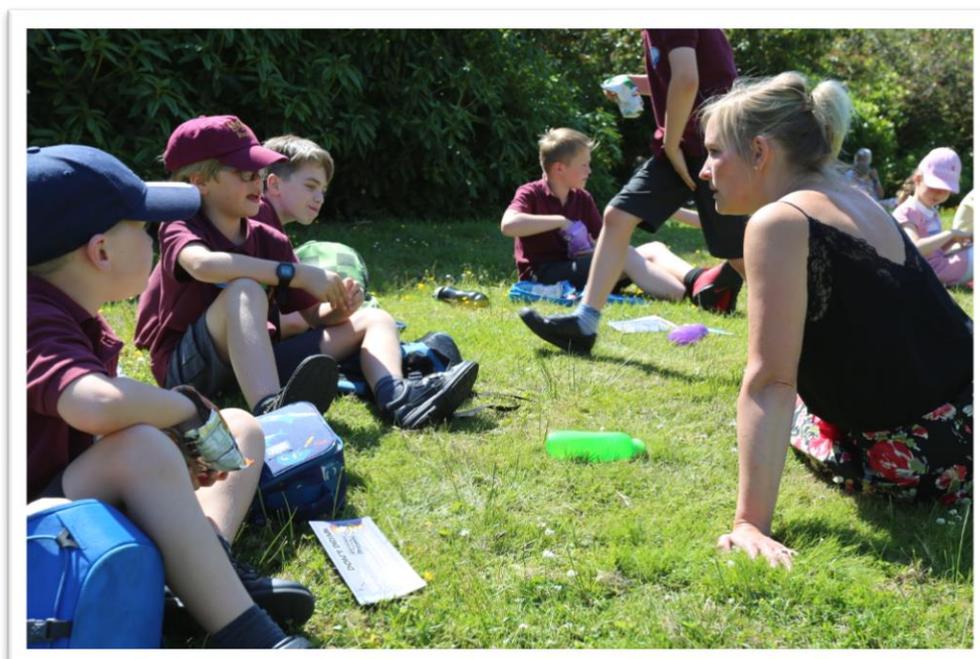
During 2019 we will create a new *Pledge for Children in Powys*, in conjunction with health, the third sector and the youth forum. Our work in 2018, including gathering feedback from 41 stakeholders and 140 young people and interested parties across the county. There have been delays in presenting the *Pledge* to Cabinet due in part to the Children's Services restructure and the changes in Children's Services Senior Management Team. Powys Teaching Health Board is also looking at adopting the *Pledge* in 2019-20.

Over 80 primary school children came together in June 2018 for a 'Have Your Say Day' event at Gregynog Hall, near Newtown, to learn about and share their views on issues such as health and healthy eating, reducing littering in our environment and how to stay safe at home, at school and in the community.



A Pupil from Ysgol Bro Cynllaith, Llansilin said afterwards: "I found it very helpful to understand all about healthy eating and keeping hydrated." Her classmate added: "The forest school was fun because we got to talk about what we enjoy and do a freeze frame and we learnt about not littering the countryside and cleaning up after your dog!"

Powys County Council's Cabinet member for Young People & Culture, Cllr Rachel Powell said: "It was fantastic to see so many young people come together to discuss what is important to them."



Alongside the lessons and workshops, Powys County Council's Cabinet signed the 'National Participation Charter' with colleagues from Powys Teaching Health Board in support.



This was one of two events with another event being held on the 6<sup>th</sup> October 2018 in Theatre Brycheiniog with 69 young people across the south of Powys in attendance.



The Youth Forum is a representative body of young people in Powys to enable them to have their voices heard on decisions that affect their lives (as directed under the Article 12 of the Children's Right Convention and under the Children and Families measure 2010 strengthened by Annexe B of the Wellbeing and Future Generations Act.) In July 2018 the Youth Forum took part in the following activities

1. Youth Forum residential takes place, where members of the Start Well board came together to talk to young people about the Charter and develop a draft. This also included renaming the charter as a pledge;
2. The Youth Forum also talked about the Welsh Youth Parliament, the Make your Mark Ballot, discussed Brexit for a Children In Wales report, fed back on changes to the School Transport policy and started to look at developing a toolkit and training for school councils;
3. Young People were invited to be part of the Counselling Re-commission to look at a demonstration of potential new systems;
4. The Member of Youth Parliament for Powys also took part in the Leader's Young People's Celebration event on the Showground during the Royal Welsh Agricultural Show;
5. Young People also had the opportunity to help interview for the Head of Children's Services and - through the new Children's Services restructure interview process - Senior Manager and Manager posts.

Children's Rights has been well supported through 2018-19. The Cabinet received a report on adopting the National Participation Standards and the Children's

Commissioners for Wales' 'Right Way' Guidance, to seek to make Powys a Child-Friendly County and ensure that when we make decisions that impact on the lives of Children and Young People we have taken the appropriate and reasonable steps to engage with them and seek their views.



At a corporate level, the council itself has focused on developing a better understanding of how residents see social care contributing to wellbeing outcomes, gathering information through our Community Connectors. For example, identifying who is a good source of local intelligence, and undertaking a survey of our service users annually in order to discover their views on the services.

To help shape our service, we collect Compliments, Comments and Complaints and we discuss this feedback on a regular basis. We categorise them into Stage 1 and Stage 2 Complaints. Stage 1 complaints are dealt with by the team or senior manager of the department. If we are unable to resolve a complaint at Stage 1, then it escalates to Stage 2 where the investigation is undertaken by an external independent investigator. If the matter is still unresolved, the complaint escalates to the Ombudsman. In 2018-19, our Stage 1 complaints reduced by 64 (38%), while there was an increase of three Stage 2 complaints over the previous fiscal year. Compliments increased by 250% over last year, due in large part to asking happy customers to fill out the Compliment Form.

**Table: Complaints, Compliments 2017-2019**

	Stage 1 Complaints		Stage 2 Complaints		Compliments	
	2017-18	2018-19	2017-18	2018-19	2017-18	2018-19
Childrens Services	97	67	8	9	9	14
Adults Services	85	53	5	5	45	126
<b>Total</b>	<b>182</b>	<b>120</b>	<b>13</b>	<b>14</b>	<b>54</b>	<b>140</b>

According to an annual survey of people who access adult social care services:

63% of people reported that they live in the right home for them (this was 81% in 2017)

51% of people reported they have received the right information or advice when they needed it (this was 72% in 2017)

92% of people reported they have received care and support through their language of choice (this was 91% in 2017)

63% of people reported they felt involved in any decisions made about their care and support (this was 72% in 2017)

72% of people were satisfied with care and support that they received (this was 81% in 2017)

38% of carers reported they feel supported to continue in their caring role (this was 23% in 2017)

### **What are our priorities for next year and why?**

Our Key Aims are:

- To provide excellent information, advice and assistance in easy to understand and accessible formats to enable people to make informed decisions about their own health and wellbeing including any support needs.
- To support individuals to live within their own communities and to enjoy fulfilled lives without requiring formal care whilst providing a safety net of services for those who do require our services.
- Improving the experience of those people who do use our services.
- Using a strength-based approach to work alongside partners, especially our health board colleagues, to ensure that individuals have timely assessment (if required).
- To provide and commission a flexible and affordable mix of high-quality support services for adults and children, where possible within Powys or Wales, to meet the diverse range of individual needs and circumstances.

- To provide opportunities for people of all ages to have their voice heard.

#### **4. Promoting and Improving the Well-being of Those We Help**

##### **(a) Working with people to define and co-produce personal well-being outcomes that people wish to achieve**

Understanding “what matters” in our conversations with people is paramount to successfully placing the individual at the centre of what we do. “What matters” is the *golden thread* that runs throughout our services and is an important guiding principle of the Social Services and Wellbeing (Wales) Act 2014.

#### **What did we plan to do last year?**

In last year’s Annual Report, we set out several priority actions to enhance how we work with people to help them achieve their outcomes, namely that we would:

- Address the difficulties in recruiting to specific posts.
- Develop a workforce strategy to enable us to support, train and retain our existing workforce.
- More fully support and embrace agile working.
- Provide consistent, dependable leadership across the service.
- Review our access arrangements promoting self-service and channel shift wherever appropriate. Ensuring we have the right model to meet the demands on the service. Promoting a culture of getting it ‘right first time’ for people who contact us.
- Streamline data collection as not all the information is in one place and the IAA service needs greater co-ordination across third sector organisations.
- Work with professionals to develop their understanding and respect for the importance of IAA in enabling the local population to make informed decisions and take personal responsibility for their health and wellbeing.
- Build a culture which routinely meets the expectations of the Social Services and Well-being Act and other legislation which encourages co-production and reduced dependence.
- Address the challenges of the WCCIS system.
- Examine how best to respond to demographic pressures in respect of significantly older adults who are generating additional demand.

#### **How far did we succeed and what difference did we make?**

- Both Children’s and Adults’ services have workforce recruitment and retention plans that have shown some positive results. We have successfully recruited to all senior leadership roles this year and now have a permanent Director, and all three Heads of Service in place, providing a stable leadership team which has been identified as important to our staff.
- Towards the end of 2018-19 young people from the leaving care team were involved in interviewing potential candidates for the Senior Manager and Team Manager position in the new structure for Children’s Services, work which will continue during 2019-20, and will be further embedded at all levels

across the service in the same year. Interviews during 2018-19 were also held for Head of Learning, Head of Children's Services and the Chief Executive, all of which included a young people's panel.

- While our service has embraced agile working and using Skype as a tool to reduce staff travel time and reduce our carbon footprint as an organisation, there needs to be more reflection on how to support our teams in feeling connected in this more virtual environment.
- Adult Services have worked closely with the newly appointed Joint Health and Social Care Workforce Planning Manager to inform a workforce strategy looking from a wider lens to include health, social care, volunteers and the independent sectors. The work which has been undertaken will also inform a national workforce strategy for Wales which is underpinned by the principles of *A Healthier Wales*.
- Expanded our home-based support services to East Radnorshire, Llanidloes and Llandrindod Wells. These early intervention and prevention pilots will be evaluated at the end of the 2019.
- In partnership with the Powys Teaching Health Board and PAVO, our total number of Community Connectors increased from nine to thirteen. The number of referrals also rose from 1,710 last year to 2,189 in 2018-19, an increase of 29% over last year. The percentage of people who said that the Community Connectors helped deliver 'what matters' to them increased from 85% to 89% during the last year.
- A thorough review of *Powys People Direct* (PPD) was undertaken for Adult Services to determine if the technology, branding and processes were fit for purpose. As a result, we replaced PPD with *Adult Social Services Information Support Team* (ASSIST). Now it is clearer for staff and the public that this service is for adults who require information, advice or assistance in relation to adult social care. The key role of the contact officers within the ASSIST team is to get to the heart of "what matters" to the person and identify the outcome they are looking to achieve. The team works closely with third sector partners so that prevention and co-production opportunities are identified early on. Staff have clear procedures to follow if safeguarding issues are brought up. New online forms have been created so that people can request help or an assessment from our website, an example of our efforts to implement the *Digital First* strategy to transform the way we offer public services.



# CYMORTH ASSIST

Gwasanaeth Gwybodaeth Gofal Cymdeithasol i Oedolion  
Adult Social Care Information Service

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## 0345 602 7050

- We are providing a whole-system approach to *Information, Advice and Assistance* (IAA) to increase opportunities for people receiving information. Work has commenced to explore options to use existing information points, such as library services, to reduce the unnecessary use of *ASSIST*.
- *InfoEngine* and *Dewis Cymru*, our websites that help people find services, have been enhanced. Now, if we add or edit a service on one of the websites, the information is automatically updated on the other website.
- With our third sector partner, PAVO, we enhanced the role of 'Community Connectors' by adding their presence to our *ASSIST* team and thus include them at the front end of our contact with the public to provide information, advice and assistance at the earliest opportunity.
- Business Process Maps have been updated to ensure that our practice is consistent, efficient and that staff feel supported in understanding the processes that they are expected to follow.
- An expanded and improved WCCIS training has been developed with staff and ICT input. Training will be delivered to all WCCIS users in Social Services over the coming year.
- We introduced the *Message in a Bottle* scheme, which can help emergency services quickly know vital information should someone have a fall or become ill at home. A small plastic bottle is placed in the fridge with the resident's personal details rolled up inside. A sticker with a green cross is displayed to let responders know the vital information is in the fridge.
- What Matters conversations – a requirement of the Social Services and Well-being Act is that Adult Social Care focus on what matters to the individual. To support the workforce in focussing on this when talking to service users and

carers, strengths-based and outcome focussed collaborative communication training has been undertaken by staff. Joint training has also been undertaken with Credu to support their team in their approach with carers to enhance their understanding of collaborative communication.

**Table**  
**Carers Results from the Annual Social Services Well-Being Survey**

	Carers reporting they feel supported to continue in their caring role		Carers reporting they felt involved in designing the care and support plan for the person that they care for	
	2017-18	2018-19	2017-18	2018-19
Yes	23%	38%	43%	77%
Sometimes	-	31%	-	15%

Much emphasis has been placed on increasing awareness and training staff and as a result the number of assessments of need for carers has increased from three in March of 2018 to thirty in March of 2019. The percentage of identified carers offered an assessment increased from 87% (11) in March of 2018 to 96% (67) in March of 2019.

### **Accessibility**

As a rural county in mid Wales, we offer a broad range of information in both Welsh and English via our website and printed materials, however this didn't address the third language here in the UK; British Sign Language (BSL).

BSL was recognised by the government as a language in March 2003. It is the first or preferred language of an estimated 87,000 deaf people in the UK. In Wales, around 4,000 people are deaf. BSL is a visual-gestural language, with its own grammar and principles, which are completely different to the grammatical structure of Welsh or English.

To make it easier for people with hearing loss to access information on the Social Care website, we have created several BSL videos. We continue to expand the areas that Powys residents are most likely to want interpreted into BSL. Web analytics show Powys' most visited webpages are recycling and rubbish, applying for a job, applying for benefits and safeguarding pages.



### **The Active Offer**

In order to implement the Active Offer, Powys County Council has:

- Amended systems and processes so that staff find out the service users' preferred language at the beginning of the conversation and that preference is recorded in WCCIS. This allows us to better serve Welsh speakers by knowing their preference and monitoring that we respond in their preferred language.

Our next step is to:

- Promote the allocation of Welsh speaking staff to work with Welsh speaking service users where possible.

Whilst the baseline data demonstrates that there is significant improvement required, this measure will be used to promote maximisation of the active offer and drive forward improvement in this area. The long-term aim is to provide the Active Offer to at least 90% of Welsh speaking service users.

Welsh language service provision is included in all new contract specifications, service level agreements and grant funding processes. This is regularly contract monitored.

- We have revised our forms and first point of contact (ASSIST) to capture preferred language need at the earliest possible moment. Operational managers are working to implement the Active Offer and allocate workers accordingly. The Disability Team continues to manage the Active Offer for individuals as a team on a county-wide basis.

## **Welsh Fluency in our Workforce**

The council has adopted a revised Welsh Language and Recruitment Policy which places an emphasis on identifying roles that require Welsh language fluency. Frontline services should aim to reflect the language profile of the community served. If a new hire does not have the minimum skill level, they can undertake a 10-hour online Welsh language course as part of their induction. We continue to work with the health board to provide ongoing Welsh language skills assessment and support.

During 2018-19, we supported 8 individuals to undertake the Intensive Working Welsh training. Four of these were from Social Care. There are also three other Social Care staff attending community courses in Welsh.

## **Information, Advice and Assistance**

Now in its second year, *Infoengine* and *Dewis Cymru*, our complementary websites to help people find services and support, continue to gain a following. The systems now allow for information entered in one system to be shared across to the other website automatically. This is an example of practical collaboration between the third sector and the public sector to provide the public with access to services and support at their fingertips.

To provide a whole-system approach to Information, Advice and Assistance (IAA) and increase the opportunities for people receiving information, work has started to explore the use of libraries as a means for delivering public services and thus reduce the demand on the ASSIST call centre. Community Connectors also support ASSIST in providing information, advice and assistance at the earliest opportunity.

Supporting People is working with the Library Service to understand how people use libraries and their staff to get information, advice and support to deal with issues of accessing housing, homelessness prevention and social isolation. The work currently with the librarians in Machynlleth, Llanfyllin and Knighton along with senior librarian in North Powys is to understand first, the variety and frequency of demand that comes into the libraries and secondly, the effectiveness of the response in delivery what matters to citizens. The team will shortly be presenting findings to the Principal Librarian along with the Cabinet Member and the Head of Service.

To date, however, it is clear that libraries are important to people because what matters to them is that they have a convenient, safe and neutral place to ask for information, advice and help over a range of issues. These include a significant number of problems to do with housing and housing related issues to do with social isolation. There is also significant evidence of the difficulties librarians have in delivering what citizens ask for if they need to go elsewhere in the Council for information or resources. This includes:

- Delays and extra help needed for people who are unable to access services online

- Long times spent waiting on the phone, causing other people who come into the library to have to wait
- Citizens having to come repeated times to the library to solve problems

The final presentation of findings should give us information on how a library acts as community hubs for the citizens living in the locality and the areas to work on to deliver an improved “what matters” response that will contribute to the prevention of homelessness and social isolation. The approach of the Supporting People “What Matters Project” is to deliver a right response at the right time in the right place at the first time of asking. The findings since the approach was first tried in 2009 is that cost of delivery reduces if this is achieved. The findings from the work with the libraries will enable us to reach conclusions about the potential for libraries for delivering a right first time approach that is accessible to people, the prevention of homelessness and social isolation and the reduction of cost for the Council.

### **Children’s Services Assessments completed within Statutory timescales (for March of 2019)**

1. In March of 2019, the percentage of care and wellbeing assessments completed within timescale is at 90%.
2. Children with 3 or more placements was better than target and is currently at 7% which is better than the Wales average.
3. Percentage of children looked after statutory visits completed in timescale is 90%. Of the 176 visits due, 159 have been completed within timescale and 17 out of timescale. Of the 17 overdue visits, 2 were 1-2 days late; 1 was 3-5 days late; and 14 were more than 5 days late with the longest being 32 days overdue. 7 children are reported as not yet seen: 1 of these children is no longer looked after and has transferred to the Adults’ team, 4 children were seen in time but not recorded in time (March 2019).
4. Percentage of child protection visits undertaken within timescale was 83%. Of the 289 visits due for March, 242 have been completed within timescale and 47 out of timescale. 23 of the 47 overdue visits were 1-2 days late; 8 were 3 - 5 days late; 9 were more than 5 days overdue and 7 not completed within the month.

### **Active offer to include advocacy**

Children’s Rights have been well supported through 2018-19. During May the Cabinet received a report on adopting the National Participation Standards and the Children’s Commissioner’s for Wales ‘Right Way’ Guidance, to seek to make Powys a child-friendly county and ensure that, when we make decisions that impact on the lives of children and young people, we have taken the appropriate and reasonable steps to engage with them and seek their views. Children’s Services have also developed a pledge for Children Looked After to outline what they can expect when in care, and how their rights will be supported. A separate pledge underpinned by the United Nations Rights on the Child has been developed jointly through the council, health board and third sector for all children and young people in Powys. This is a first step to developing a child-friendly county, we anticipate this will be adopted by

the council and health Board in early 2019-20, and by any other interested parties later that year.

In September a members' development session was held with councillors to look at how we increase participation throughout the council and key actions in developing the next steps of a child-friendly county. This also included how we further promoted children's rights and encouraged more schools to take part in the Children's Commissioner's Ambassador programme, which at the end of March saw 37% sign up of all primary schools and 29% of all secondaries. We will be working to see this increase during 2019-20.

2019-20 will also see further opportunities for staff to take part in Welsh Government-funded UNCRC training by University Trinity St David's. Staff will be encouraged to attend and we are currently looking at organising a specific session for Heads of Service, Directors, the Chief Executive and Cabinet, to help further understanding of children's rights and how this is ingrained in legislation.

Finally, the end of 2018-19 saw the Participation & Voice Strategy being drafted for the service, which covered the tools we expect to be able to use. It demonstrates how we should be participating on an individual and group work level to ensure the service continually looks to better itself. Whilst also providing consistency across the service in how we engage children and young people and ensure we are seeking their views and feedback on the services they receive.



Following a successful tendering exercise to address statutory and non-statutory advocacy requirements in a single contract, the DEWIS Centre for Independent Living has been commissioned to provide the Independent Professional Advocacy Service for all adults, except those in receipt of statutory mental health advocacy. This saw a change to how advocacy services for adults are delivered in Powys (as from 1<sup>st</sup> April 2019).

### **What are our priorities for next year and why?**

As part of our priority setting for 2019-20, we recognise that there are a range of challenges to address and have identified the following priorities:

- Streamline information so that it is in one place and the Information, Advice and Assistance services are better co-ordinated across our third sector organisations. To develop our digital offer including virtual assessments and enquiries.
- Work with professionals to develop their understanding and respect for the importance of IAA in enabling the local population to make informed decisions and take personal responsibility for their health and wellbeing.
- Promote further engagement in the Children's Commissioners Ambassador Programme throughout Powys Schools.
- Continue to encourage staff to undertake the UNCRC training by University Trinity St David's and undertake training for Heads of Service, Chief Officers and Cabinet.
- Continue to encourage young people or adults and partner agencies to partake in the interview process for positions in Social Services.
- Work with partner agencies, particularly the health board, to adopt the *Children Looked After Pledge*.
- Stabilise the work force and drive down the reliance on agency staff.
- Drive up and maintain the performance across Children's Services.

### **(b) Working with people and partners to protect and promote people's physical and mental health and emotional well-being**

**What did we plan to do last year?**

**In the 2018-19 Directorate Plan we stated that we would:**

- Put in place a more uniform approach to integrated assessment to improve how we address people's physical, mental health and emotional needs.
- Secure a more sustainable frontline workforce.
- Piloted a small grants scheme in 2018-19 to support community level groups to promote positive mental health and wellbeing. We received 107 applications from a variety of groups and 16 projects were successful in receiving funding. We were also able to signpost and support non-successful applications to other potential funding sources.

## **How far did we succeed and what difference did we make?**

As a council we have a range of responsibilities to protect and promote the physical mental health and emotional well-being of individuals in our care, ensuring that they can be supported through community mental health services when needed and support access to services through local dentists and GPs. In the year 2018-19 the percentage of children seen by a registered dentist within three months of becoming looked after was 60% (60.32% in 2017-18) and 71.64% (77.9% in 2017-18) of children registered with a GP. In the past 12 months we have continued to support children and young people's emotional health and wellbeing through the joint-commissioning of counselling services for young people.

### **Reablement**

This service supports individuals who have recently experienced a loss of function where they need support to either regain or adapt to become as independent as possible. The evidence suggests that 83% (up from 70% last year) of the people who receive a reablement service subsequently do not require ongoing care provision or have fewer care needs, therefore helping people to be more independent.

### **Home Based Support**

Our 24/7 rapid response technology enabled care (TEC) and floating support service which also provides short periods of domiciliary care to those who need it. The service was piloted in three areas across Powys - Llanidloes, Presteigne and Rhayader/Llandrindod during 2018-19. A full evaluation of the service was conducted and it was agreed by the Regional Partnership Board that the pilots should be extended for one more year in order to ensure that the evaluation has sufficient sample size, and time for study. Further evaluation, therefore, will be prepared for April 2020.

### **Befriending Services**

This service supports vulnerable and isolated individuals to help them access community activities with a trusted company for a short period of time until they are comfortable and confident in attending alone or with newly-made friends. In an evaluation report commissioned by PAVO of its Befriending Service, older people in Crickhowell described a positive impact on reducing loneliness and isolation.

### **Community-based dementia support (needs updating)**

This is provided by a newly-established local Powys wide service called Dementia Matters Powys (DMP). It works with communities to set up their own self-help groups based on the 'Meeting Centre' model which is designed to provide early support to those who have dementia and their carers. DMP also supports the broader development work of the Alzheimer Society in establishing dementia friendly communities.

The Supporting People Funds have enabled community early intervention on a significant scale, which integrates with Adult Social Care. Of the 1627 people

reported as receiving support in the period from July-October 2017, 675 have been on a settled 'even keel' and haven't needed to make demands for active support.

### **What are our priorities for next year and why?**

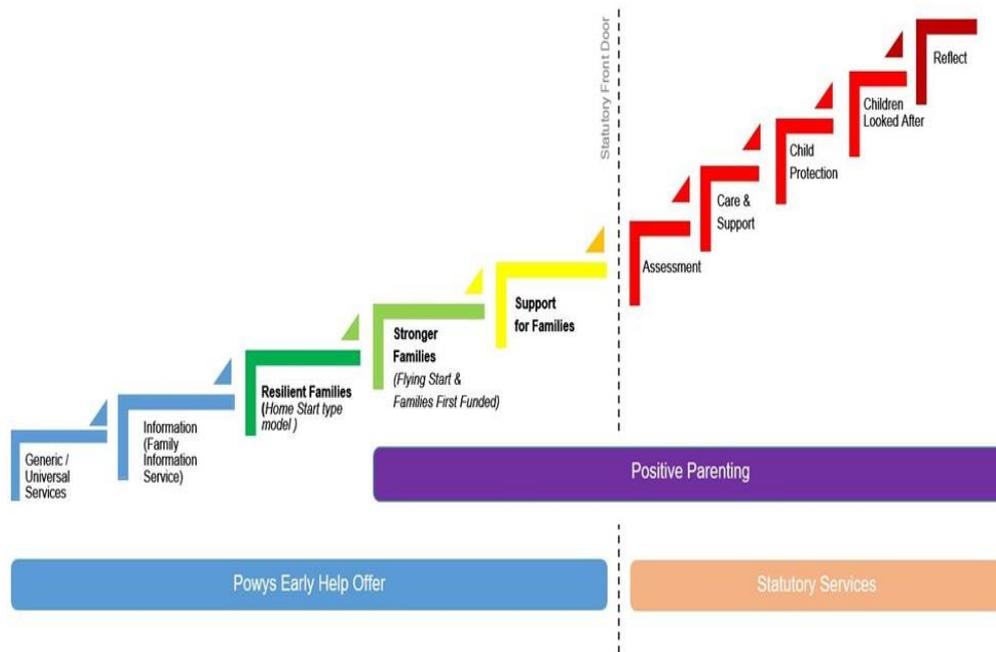
During 2019-20 we will:

- Implement the new Health and Wellbeing phone app to provide mobile access to Dewis, Infoengine and NHS111 all in one place.
- Support individuals to live independently, within communities of choice and where required deliver care closer to home.
- Ensure that individuals are supported to live in safe environments free from abuse and neglect.
- Continue to work with partners to enable integrated or co-located working. For example, the North Powys Wellbeing Programme will provide an opportunity for local communities to work together with health, social care, education, housing, leisure, the third sector and wider partners to develop and co-design a new model of care for north Powys. The plan will be to scale this up and rollout across Powys.

### **Start Well, Early Help**

Children's Services is continuing to implement its new workforce structure with the formation of an Early Help and Assessment Team which has operational responsibility for the effective delivery of a Children's Services Front Door, and to lead on the development and implementation of a Multi-Agency Hub which will ensure that children, young people and their families receive the support they need at the earliest possible opportunity. We also ensure that services place high value on the views of children and young people and are focussed on delivering positive outcomes for them.

To promote the engagement of children, young people and their families and carers and ensure the voices of children and young people are promoted in the development of council policy and service.



In addition, within the Start Well Programme which sits under the Regional Partnership Board, we now have a multi-agency early help work stream in order to expand on the Children’s Services early help offer.

The Newtown Integrated Family Centre moved into its new central location in July 2018, funding for the project came from a Flying Start capital bid, which allowed significant improvements to be made. Since the move, the centre has increased the amount of visitors to over 1,000 each month.



The Centre is a family-focused centre, based around the concept of a one-stop shop providing services such as health, early intervention groups and family support. We offer, for example, information, advice, parenting groups, weaning parties, get cooking, counselling. Also, after school activities - young carers, star group for children affected by domestic violence, youth club and supervised contact for families out of hours.

We also offer a collection point for the Newtown food bank, have a toy exchange and “donated clothes area” for anyone to access.

Our strengths would be our multiagency partnership approach along with the new central location, which has given families easy access to services and the joint multiagency arrangements, gives families a seamless approach to the support and services they need.

We have recommissioned counselling support for young people in Powys and the new service went live in October 2018. It is a blended service so that young people can access support on-line or face to face in school. Our young people were involved in the recommissioning process via the Youth Forum and we continue to work closely with colleagues in CAMHS and PTHB, we continue to scope out the potential for the integrated access for services and this will continue into 2019-20.

Kooth, from XenZone, is an online counselling and emotional well-being platform for children and young people, accessible through mobile, tablet and desktop and free at the point of use. Face to Face Quarter 4 report as follows:

This has been the busiest year since the service began. The new contract is now in place. Two associates have left for paid employment and two new trainees will be starting.

- We have had a total of 592 referrals this year compared to 586 in 2017-18, so the number of referrals has shown a slight increase. We have offered 2,934 counselling sessions this year, including two direct referrals to the CAMHs service.
- There have been 158 referrals of which 58 have been males. 202 young people have been offered appointments for a total of 863 Sessions With Again only 2% Did Not Attends.
- Newtown High School has referred the most pupils with the most young people waiting for counselling.
- The main presenting issues in the last quarter of 2018-19 are; family relationships and anxiety but the other issues are becoming more prevalent e.g. self-worth, confidence, friendships and “sense of belonging”.
- 100% would recommend the service to a friend and there is some lovely feedback in the KOOOTH report.
- The Counselling Service remains oversubscribed with a waiting list
- The Manager has been doing more work at triage level to reinforce the parameters of the counselling remit. Triage meetings take place monthly with some schools involving YIS and other agencies to manage waiting lists and to signpost to the online service
- 77% of children and young people who accessed our counselling services reported improved emotional and mental well-being.

### **Case Study**

Ethnicity: White British

Location: Powys F2F

Gender: Female

Age: 14

YP's name has been changed to Chloe to protect her identity.

### **Background**

Chloe was referred by the school head of year. Her referral spoke of her parents' separation, which included lots of arguments; of recent self-harm; and of friendship problems at school.

Chloe presented as confident in the counselling room with lots of eye contact and was able to speak about herself without difficulty. She told me how isolated and lonely she felt. Her Nan, the 'rock' of the family, had recently died. She said that she did not like her father, whom she saw twice a week and whom she felt did not value her and was dismissive of her. On her parents' separation, her older sister had gone to live with the father whilst she stayed with the mother. Chloe said that she thought her mother was suffering from depression and that she, Chloe, felt responsible for her because she had been 'hurt by so many people'. Her mum was preoccupied a lot of the time with her own life, trying to find a new boyfriend online, often introducing Chloe to them which made Chloe feel very uncomfortable. Chloe

as a result spent most of her time in her room on her own. It was late at night that she had thoughts of self-harm.

In school Chloe felt that everyone was against her and she had recently fallen out with her friendship group. To add to this, her best friend was leaving the school to go and live in another country. Chloe's elder half-sister lived with her and her mum with her baby. This meant that the house was always messy and noisy and Chloe never got to be with her mum alone. This elder sister was to be leaving home soon and Chloe was worried that she would be left to cope with the mum on her own and that things would fall apart.

### **Initial Risk Assessment**

Chloe completed YP CORE at the end of the assessment session, with a score of 21, self-harm at 3. Chloe has had no suicidal ideation and has not self-harmed for some months. She told me that she no longer wanted to self-harm.

### **What intervention was provided by your service?**

Chloe engaged well with counselling and the process of her thinking her situation through for herself.

### ***Person-centred approach***

Initially it was clear Chloe just wished to talk and so the counsellor, applying person-centred approaches, attended to her and allowed her *process* to take place. Chloe also clearly benefitted from the *holding* environment of counselling. The counsellor held back at this stage from trying to find any *solutions*. Chloe looked at all her relationships with her family and we did a memory chart to bring this out. Chloe seemed to have a natural ability to be self-reflective and various points such as her mother's emotional dependence on Chloe and Chloe's great need to not let her down, which also extended to other people, and her negative automatic thought cycles stood out to her.

### ***Positive actions***

Half way through our ten sessions, the deputy head of school popped in to tell me Chloe had been to ask if her counsellor could give her some concrete strategies. This I took as a positive sign as an ability to ask for outside help. We had previously looked at thought patterns and the keeping of a mood diary. This we tried again and although Chloe did not actually keep the diary, she said that she had become much more aware of her negative thoughts. We also covered at this time self-care and what Chloe could do to care for herself more. She would buy a paint set and start painting again and also to try and join some clubs to get her out of the house and take her mind off her mother's problems. She brought me one of her paintings to see and joined a drama club.

### **What was the impact and outcomes achieved?**

In session eight Chloe appeared looking considerably more self-confident and happier. She said this was to do with her ability to notice her negative thinking and alter it, renewed confidence that her mother cared for her, her sister having moved

out, and her new-found knowledge that bad feelings are not permanent but can pass.

### **Conclusion/feedback**

Chloe gave a CORE 3 score for self-harm on our last session, so we had an additional session where she told me she was relieved to have now told her mum everything.

Early Help model – As part of the Childrens services restructure we have put in place an early help service to increase the level of support which can be provided through early intervention. We reviewed the effectiveness of the Team around the Family every bodies business model and concluded that this was not sufficient to meet families needs in Powys. We therefore have doubled the number of FTE positions within Children’s Services as part of our restructure working on Early Help. The TAF team have been moved into the operational Children’s Services which has resulted in more families being supported through TAF team. This also strengthened the step up and step down arrangements between TAF and statutory services. We have appointed Senior Manager with responsibility for Early Help, Front Door and Assessment and have also appointed permanent operational managers to the Early Help Service. Edge of care - We piloted an Edge of Care and Family Group conferencing service during 2018-19. This has helped to inform how we will deliver an edge of care service as part of the Children’s Services restructure. We made the decision to end the contract with the external provider and deliver services in house which will enhance our Family Support Services. Family Information Service – New outreach capacity has been developed through the recruitment of two part-time FIS outreach posts in the North and South of Powys. A Family Info Fun Day was held in Builth Wells Sports Hall on 18 August 2018 and was coordinated by the Family Information Service Outreach workers. Eighteen different organisations were present and 111 children attended, with around half of these accompanied by family members. Feedback from families and organisations was positive. A significant amount of work has taken place in relation to the Childcare Offer for Wales and the roll out of this in Powys. Adverse Childhood Experiences - We have developed an interactive tool that has allowed us to analyse information regarding Adverse Childhood Experiences (ACEs) within Powys. This analysis focussed on our Children Looked After and Child Protection population down to a locality level, and will help inform how we plan services to better support vulnerable families

#### Case Study – Early Help Model

B first came to my attention when I could hear crying in the toilet next to the Youth Intervention Service room in the school. B came into my room and we had a chat. B explained how her mum was diagnosed with terminal cancer. B felt she needed support and someone she could talk too. After speaking to B’s Head of Year I completed a Child And Family Assessment and I started working with B. Work at first was all about dealing with B’s concerns and worries around her mum’s illness.

Unfortunately, B’s mum took a turn for the worse and was admitted to hospital. However, at this point in time the family were confident that mum would return home.

After some weeks, mum was then taken to the hospice. This was a very difficult time for B and her family. B wanted to see her mum in the hospice however, each time B visited, it would cause distress due to her disorientated state of health.

### **(c) Taking steps to protect and safeguard people from abuse, neglect or harm**

#### **What did we plan to do last year?**

During 2018-19 we said we would:

- Increase the percentage of initial core group meetings in respect of children on the child protection register, within timescale
- Ensure that statutory visits for those on the child protection register are undertaken at the right time with a compliance target of 95%
- Ensure that we achieve the 95% target for statutory visits to Children Looked After and understand any variation to this expectation
- Implement the Regional Child Sexual Exploitation (CSE) Action Plan in Powys and provide additional multi-agency training on CSE and children who are missing.
- Prioritise safeguarding throughout all services and systems, including the front door through the expertise available in the ASSIST.
- Ensure strong senior management involvement and oversight, and involvement with regional partners to develop consistent pathways.
- Strengthen the links between specialist safeguarding staff and care management teams.

#### **How far did we succeed and what difference did we make?**

Children's Services have developed an Early Help and Assessment team which will enable early identification of risk issues that may need to result in immediate safeguarding action. In order to ensure that the services were robust from a safeguarding viewpoint a multiagency safeguarding conference was convened which focussed upon high quality safeguarding practice and, specifically, on child sexual exploitation.

The Safeguarding Team (for Adults) is located within ASSIST, at the front end of service provision. This helps ensure a consistent approach to managing safeguarding alerts. A daily meeting now ensures that referrals are screened, and risk assessed in a timely manner. The response aligns to Part 7 of the Social Services and Wellbeing Act and facilitates a proportionate response to enquiries regarding Adults who are at risk of abuse, have care and support needs and are unable to protect themselves.

There has been renewed emphasis within the council on corporate safeguarding. Given the complex legislative context, it is essential that safeguarding activity be undertaken by different parts of the Council. Powys is committed to having a clear and comprehensive safeguarding policy that is well understood by all those who may need to apply it.

The council has adopted a Corporate Safeguarding Policy which:

1. Sets out the steps that the Council will take to protect and safeguard residents at risk; and
2. Provides guidance for all Councillors, employees, volunteers and contracted service providers on what to do if they suspect a child or vulnerable adult may be experiencing harm or is at risk of harm.

Our Corporate Safeguarding Group monitors the delivery of the policy and is chaired by the Director of Social Services and includes the relevant Cabinet members. In taking a robust and strategic approach to safeguarding it:

- Ensures that the council operates effectively in providing guidance and has robust management and assurance processes and controls for safeguarding children and adults at risk.
- Help the council carry out its statutory duties in relation to safeguarding at a corporate, service and partnership level.
- Drive improvements in safeguarding policy and practice.

The Corporate Safeguarding Group reports on a 6 monthly basis to Cabinet.

Quarterly reports on Adult and Children Safeguarding activity are submitted to the Regional Safeguarding Board. These demonstrate effective management oversight and are available to partners who may be interested in the statistics.

The ASSIST team works to a 'prioritisation framework' to assess referrals and have a clear process for prevention and co-production with third sector services. There are clear pathways for any concerns which are raised about safeguarding.

The council work alongside the Regional Safeguarding Board and have supported the development and implementation of the Safeguarding Threshold document. The purpose of this guidance document is to ensure that there is a regional and collective response to keeping people safe. The document was launched at a successful multi-agency safeguarding conference during National Safeguarding week called "see something ... say something".



Child Sexual Exploitation (CSE) is not limited to particular geographical areas and we should assume that it is an issue in Powys. Even in areas where there is no apparent, clear evidence of CSE, this is relevant in the context of awareness raising and preventative education. It is relevant for all professionals working with children, young people and their families. The All Wales Protocol 2008 defines child sexual exploitation as: Child sexual exploitation is the coercion or manipulation of children and young people into taking part in sexual activities. It is a form of sexual abuse involving an exchange of some form of payment which can include money, mobile phones and other items, drugs, alcohol, a place to stay, 'protection or affection. The vulnerability of the young person and grooming process employed by perpetrators renders them powerless to recognise the exploitative nature of relationships and unable to give informed consent.



## **Signs of Safety**

Since September 2018 we have run a number of training events aimed at all practitioner's within Children Services. This has included most staff attending the 2-day training event and 40 staff attending the 5-day training event. As well as this we have provided additional training to specialist staff such as the IRO's and a number of workshops to our partner agencies.

We have a 3-year training plan in place and have recently put on additional 2-day training due to demand and to cater for new members of staff joining the service.

We have a Signs of Safety Board which meets monthly and provides guidance and oversight ensuring the implementation plan is relevant and progressing.

The aim within the last 6 months is to encourage those staff who have attended the training to be brave and to use the approach in practice. This has resulted in some practitioners achieving some excellent results such as helping some families to stay together (see case example) where previously the children would have been taken into care.

We will be holding a Signs of Safety Celebration Event in May 2019, where teams across the service will present their experiences of using this approach. The day is intended to share best practices and build on the energy and excitement from having

Signs of Safety as our approach to social care.



Positively, we have produced our first Signs of Safety forms and will start using these very soon. We are hopeful this will be a springboard to modify other important forms and is another important step in ensuring Signs of Safety becomes embedded in practice.

Signs of Safety is about changing the culture where we promote collaboration with children and families, encouraging staff at all levels to be brave and to promote a working environment where appreciative inquiry becomes standard practice. There are exciting opportunities with the creation of a new service structure, it is envisaged all teams will use Signs of Safety to supervise staff individually and as an aid for case peer reflection.

Signs of Safety is encouraging practitioners to celebrate success and to share examples of good practice to build momentum and confidence in the model as well as helping to create a more secure and valued workforce.

The Youth Justice Service whilst being accountable to the Youth Justice Board as required, ensures that wherever possible children are diverted away from crime and from the youth justice system and where children are caught up within the youth

justice system their wellbeing needs are met, also work closely with our partner agencies to obtain the best outcome for our children and young people.

### **Case Study – Supporting Families**

Social worker and seconded CAMHS worker have worked with Young person (YP) and the period is now approaching 18 months. The original referral was for harmful sexual behaviour. The approach to the family has been investigative in nature and the hypothesis around YP's behaviour has developed over time, based on significant involvement with YP and his siblings, working directly with parents and establishing joint working relationships with children's services and IFST (Integrated Family Support Team)

The shift in focus away from YP onto the parents has been pivotal in the case, causing parents to acknowledge some difficult themes around their parenting and then responding to the services offered to try to address these. The Social Worker and CAMHS worker have taken the lead in producing safety plans for home, school and community, have been engaging both parents in the parenting programme, have undertaken a comprehensive assessment of YP and have conducted one to one work with him. As the work naturally draws to a close, both workers are passing the responsibility for safety planning back to children's services, the school and the family network. In their most recent parenting session, dad gave YP's behaviour a 9 out of 10 as opposed to a 2 out of 10 earlier in the process. Dad also recognises improvements in his parenting skills, as do other agencies and mother appears to be gaining confidence in her ability too. The absence of any reported harmful sexual behaviour by YP since the referral behaviour in July 2017 supports the hypothesis that the behaviour was a means of seeking attention from parents rather than meeting any more gratifying, intrinsic need. Through a focus on parental approaches, the home is deemed a far safer place and YP appears to be a happier child with his life chances much improved.

### **Child Protection Register & Section 47's**

We have had a dramatic reduction in the number of strategy discussions held in March and the number of section 47 assessments commenced in March. This is due to a consistent, robust application of the threshold at the front door.

In the graph below, we see the number of children on the Child Protection Register has increased to 130 from 107 over the year. Our newly appointed Safeguarding Manager is now in post and will undertake a detailed review of all children placed on the register. This will include a review of the re-registrations which is reported as 50% (7 children) in March.

## Number of Children on Child Protection Register



### What are our priorities for next year and why?

During 2019-20 we will be focussed on delivering a range of outcomes, including:

1. To improve and maintain our practice with regards to safeguarding to ensure, as far as possible, that Adults at risk of abuse or neglect, who have care and support needs and unable to protect themselves of all ages are safe in Powys.
2. To embed strengths-based practice to support people to make informed decisions about living in, and engaging with, their own communities. This to include making the best use of Technology Enabled Care.
3. To support Powys residents (adults and children) who receive services elsewhere to return home where possible and to receive support in Powys.
4. To support our staff to achieve high standards and to promote Powys as an attractive workplace. Operational staff receiving case supervisions on a monthly basis will be over 85%.
5. Develop an Early Help Hub as part of the Children's Services restructure to increase the level of support which can be provided through early intervention.
6. To undertake a detailed review all Children placed on the Child Protection Register. The statutory timescales within Children's Services will be 95%.
7. Children Looked After (CLA) who have three or more placements in 12 months will continue to be below or in line with the Welsh National average at 10%.
8. The percentage of placements accommodated with in-house foster carers will be 70%.
9. The percentage of assessments completed with an outcome of no further action will be 40% or less.

## **(d) Encouraging and supporting people to learn, develop and participate in society**

### **What did we plan to do last year?**

During 2018-19 we said we would:

1. Better provide people with the right information and advice to enable them to make informed decisions.
2. Better support people to live as independently as possible and learn or relearn new skills, affording them every opportunity to reduce isolation and encourage re-connection / employment if wished.
3. Grow the use of technology to mitigate risk and promote self-directed support.
4. Expand offerings to support children leaving care.

### **How far did we succeed and what difference did we make?**

Significant work has been undertaken during the year to review and create a new single point of contact which provides high quality information, advice and assistance. ASSIST is now functioning and is providing excellent results and is receiving positive feedback from users. The percentage of individuals who have contacted the service for information and advice, but who have not returned to the service in the following six months is 77% (as of April 2019). The key role of the contact officers within the ASSIST team is to get to the heart of “what matters” to the person or their carer and to identify the outcome they are looking to achieve. The team work to a prioritisation framework to assess referrals and have a clear process for prevention and co-production with third sector services. There are clear pathways for any concerns which are raised about safeguarding. A new online enquiry form and carers assessment form have been introduced.

Dewis and InfoEngine are now fully integrated in Powys and are embedded into the Powys County Council website. They are regularly used and statistically there is greater use of these sites in Powys than in any other county in Wales.

“Ro'n i'n poeni am fy nghymydog sy'n ei chael hi'n anodd delio â'r pethau beunyddiol yn y cartref. Cysylltais â CYMORTH a wnaethon nhw gymryd sylw o fy mhryderon a gwrando arnaf.”

“I was worried about my neighbour who is struggling with daily living at home. I contacted ASSIST who took details of my concern and listened to me.”

Rydym yn darparu gwybodaeth a chyngor ar amrediad eang o fathau o gymorth i bobl ym Mhowys sy'n 18 neu'n hŷn.

**Gallwch ddod o hŷd i ni ar-lein neu siarad ag aelod cyswilt ar y rhif isod.**

We provide information and advice on a wide range of support for people in Powys who are aged 18 or over.

**You can find us online or speak to a contact officer on the number below.**

**CYMORTH ASSIST**  
Gwasanaeth Gwybodaeth Gofal Cymdeithasol i Oedolion  
Adult Social Care Information Service

**0345 602 7050**

FOR MORE INFORMATION CONTACT  
cymorth@powys.gov.uk | assist@powys.gov.uk | www.powys.gov.uk

The commissioned services, provided by 3rd sector organisations, have an important role to play with providing information, advice and assistance. Organisations, such as Credu, provide thousands of people with information on a regular basis. The number of people now registered with Credu as informal carers and who received information regularly is 3,172 as of 31 March 2019.

We have focussed on developing strengths-based practice and enabling services over the year. All social work and occupational therapy practitioners have received training on asset-based working, with some areas of work receiving training on the progression model.

The Community Connectors service was developed significantly over the year and has received positive feedback from service users and all stakeholders. We intend to increase the numbers of community connectors and grow the service in future years.

The reablement service has been reviewed during the year and actions are planned to review further and to change the model to be more targeted at those with the greatest need.

Technology Enabled Care has continued to develop with new services being trialled. The number of unique individuals supported and technology enabled care prescriptions have continued to grow in line with targets. A cost avoidance calculator has been developed to estimate the projected costs which can be avoided with the investment of technology enabled care. Social Services have seen demand and great success in supporting unpaid carers to look after their loved ones with dementia in their homes for longer, some avoiding care home admission altogether or delaying the need for this.

Feedback captured has continued to evidence that individuals and unpaid carers are reporting positive outcomes. One such example is where a daughter has been able to support her father remotely despite them living in different areas of the country. A trial of Padbots will commence in 2019-20 which will enable social workers to undertake review assessment virtually via robotic assistance; the service user will be able to see and speak to the social worker via a screen.

Overall the number of unique individuals supported since April 2018 has continued to grow in line with Vision 2025 targets with a total of 563 individuals being supported using a total of 1,237 TEC items prescribed over the financial year.

#### **What We Will Do Next Year:**

- A trial of Padbots will begin in 2019-20 to enable social workers to undertake review assessments virtually via a robotic assistant. The service user will be able to see and speak to the social worker via a screen on a moveable base.
- We will increase the number of adult clients supported in their own home through assistive technology from 390 to 780 by 2020.

#### **Case Study - Care Home Admission Avoidance**

A 90-year-old woman living alone in her own home reached an advanced stage of Dementia. A carer called early one morning in January 2017 and discovered that she was not at home as expected. This led to a police search where fortunately the woman was found, and it turned out she was trying to catch a bus into town and lost her way. This was not the first time she had left the house with a purpose in mind, only to then lose her way. The Care Manager discussed admission into a local care home with the family, but the daughter had made a promise to her Mum to do all she could to keep her at home for as long as possible. The daughter wanted to consider other options. Six days later social services installed a Canary Monitoring System for the family to be able to keep a remote eye on Mum. In March of 2017, a social worker confirmed that the Canary system had prevented any recurrence of police being involved as the family was able to respond quickly on the occasions where Mum had left at inappropriate times.

In July 2018, the family reported that Mum was now housebound and that the Canary System could be returned. Mum passed away in October 2018 and, as was her wish, was never admitted into a care home.

Without the availability of the Canary Monitoring System, this woman would have most likely been admitted to a care home admission was likely to have occurred in March 2017. We can say with confidence that the use of Technology negated a care home stay from March 2017 – October 2018 (19 months).

### **Cost Avoidance**

Care Home Fee avoidance estimate (87 weeks at £455pw)	£39,585
Actual Domiciliary Care Provision (13.25hr pw x 87 weeks)	- £21,563
Purchase of Canary Premium Package	- £ 260
Ongoing Canary Monitoring Fee (18 months)	<u>- £ 360</u>
<b>Total Cost Avoidance</b>	<b>£17,402</b>

### Children Looked After Educational attainment

- According to data based on the January census, in the 2017-18 academic year, 44.4% (4 of 9) of CLA in Powys schools achieved the Key Stage 2 Core Subject Indicator. The end of academic year data is slightly different – it rises to 55.6% (5 of 9). The context of the four pupils who did not achieve the CSI is relevant:
- Two attend special schools and have significant learning difficulties.
- Two were coded School Action Plus and were of below average academic and cognitive ability.
- At Key Stage 4, 16.7% of Children Looked After pupils in Powys schools achieved the Level 2+ indicator (2 out of 12 Children Looked After pupils)
- Of the 12 Children Looked After pupils 3 had a statement of Special Needs and 4 were listed as School Action. However, 4 pupils (33.3%) achieved the Level 2 threshold with the average point score for Children Looked After pupils continuing to rise to 341 in 2017-18, an increase of 12 points since the previous year. The average 'Capped 9' points score for Children Looked After pupils in Powys schools in 2017-18 was 276 compared to 368 across the whole Year 11 cohort in Powys.
- The percentage of Looked After pupils attaining Foundation Phase Indicator was 25% compared to 66.7% the previous year.
- The percentage of Looked After pupils attaining the Core Subject Indicator at Key Stage 2 was 44% compared to 77.8% the previous year
- The percentage of Looked After pupils attaining the Core Subject Indicator at Key Stage 3 was 75% compared to 58.3% the previous year.

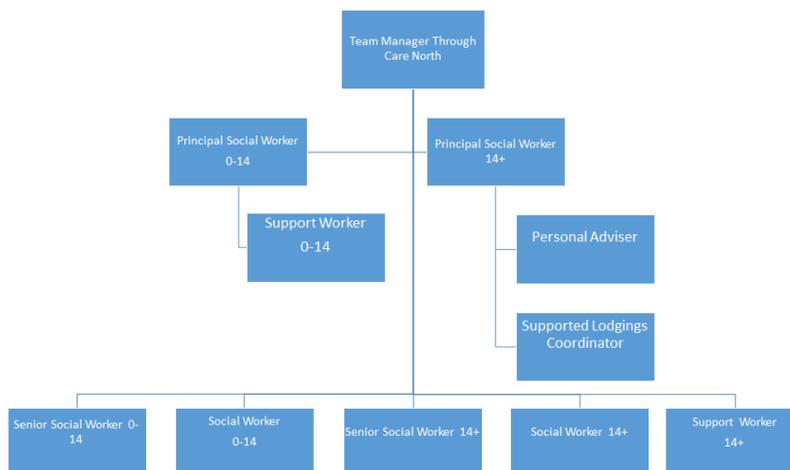
- The percentage attendance of Looked After pupils in primary schools was 94.3% and in secondary schools was 94.2%. This was 97.6% (primary) and 94.6% (Secondary) the previous year.

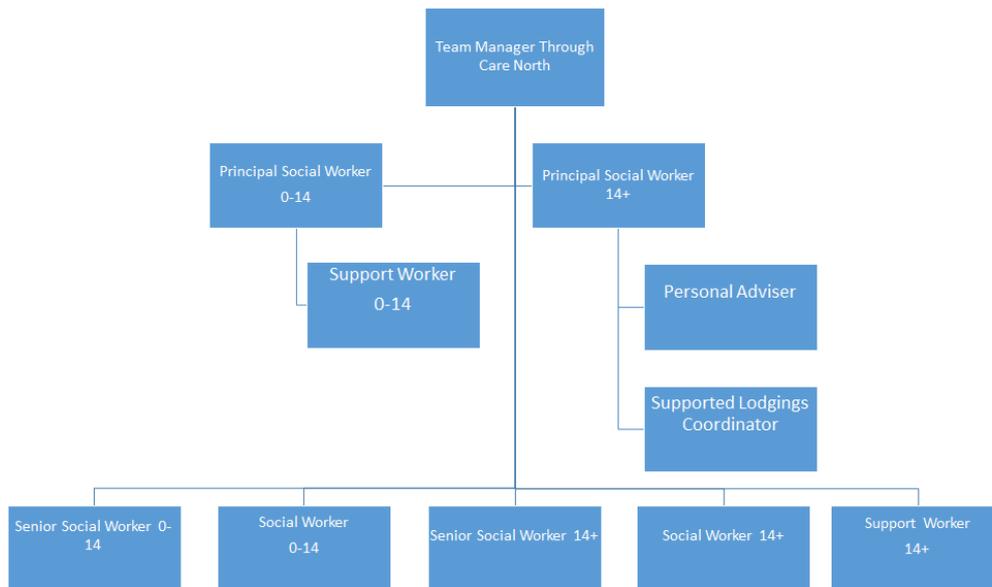
Providing stability in placements for Children Looked After is one way that the Council can help to support a key group of children and young people have access to stable placements in our school and participate in society.

In line with the Children’s Services Leaving Care Strategy we are in discussions with PCC Housing Dept. for the planning of a Residential Unit which will be a new build 3 bedroomed property with training flat in the North of the County which will be incorporated into a new residential build plan, We will develop a range of accommodation that includes ‘When I’m Ready’, Supported Lodgings, enhanced Supported Lodgings, semi-independent with a variety of tailored support levels, and independent tenancy accommodation with additional floating support if needed.

Children’s Services have commenced the re-introduction of a leaving care service with the Appointment of 2 Assistant Team Manager in the 14+ Through Care team. The Through Care team is to be split 0-14 years and 14+ to improve outcomes for children in need of care and support and protection and young people leaving care. The implementation of this service is part of the wider Children’s Service restructure process from February through the summer of 2019. We will continue to review the 29 young people who are aged 17 plus and are currently looked after to ensure that robust and appropriate plans are in place for leaving care.

### Structure of the Through Care Team for Children Looked After and Care Leavers





### Children Looked After and Care Leavers

- The percentage of children with care and support needs achieving the core subject indicator at key stage 2 was 62.96% (48.15% in 2017-18) and was 8.11% (14.29% in 2017-18) at key stage 4.
- The percentage of Children Looked After who, during the year to 31st March have experienced one or more changes in school during periods of being looked after that were not due to transitional arrangements was 11% (20% in 2017-18).
- The percentage of Children Looked After at 31 March 2018 who have experienced three or more placements during the year was 14.3% reduced to as at the 31st March 2019 at 7%.
- 38% of placements were accommodated with in-house foster carers (not including placements with family and friends) which is less than the previous year (47.5% in Feb 2018)
- We increased the percentage of Children Looked After statutory visits carried out within timescales from 55% (Feb 2018) to 90.6%. This narrowly missed our target of 95%
- 6 children were supported to find permanent homes, including adoption
- We did not perform as well as we had hoped with reducing the number of out of county placements which instead increased from 70 in February 2018 to 78.
- 62% of initial health assessments were completed within 20 days, which is less than the previous years figure of 67%. We had aimed to reach 100%
- 76% of review health assessments were completed within 6 months (under 5 years) which is less than the previous years figure of 97%. We had aimed to reach 100%.
- During 2018-19 we had 14 care leavers, 64.29% of these were engaged in education, employment or training during the 12th month that they left care. During 2017-18 we had 17 care leavers, 64.7% of which were in education, employment or training in the 12 months after leaving care.

Powys has 124 identified care leavers aged between 16 and 24. 19 of our care leavers experienced homelessness during the 2018-19 period (16.24%.) 27 young people who were NEET. Highlighting that 19 of those young people were NEET but able to engage in Education, Training or Employment. We have 136 Care leavers aged 15.9 to 25 The number of NEETS remains the same.

In terms of the 19 young people who experienced homelessness in 2018-19 this is a breakdown of young people who were care leavers, presented as homeless age 16-17 and were subsequently offered CLA status. Homelessness in within these figures includes staying with friends, and temporary accommodation.

<b>Accommodation status</b>	<b>Number of Young People</b>
Living independently in their own accommodation	29
Living in semi- independent accommodation	2
In University halls/Independent accommodation connected to university.	12
Living in shared lives placements AWD	5
Residential Placements including residential schools	15
PCC WIR/Supported Lodging	6
PCC foster Placements	14
Independent Fostering Agency Foster placements	12
Special Guardianship Order carer	3
Living with Parents	10
Living with other relatives	3
Living with Partner in partners family home	2
Living in temporary accommodation/homeless	6
In Hospital, custody or unknown	5

## **Case Studies - Leaving Care**

### Case Study 1

CR is a young man who had been in his foster placement for 10 years, as CR was progressing towards adulthood the female foster carer was finding it very difficult to manage some of his complex behaviours. It was evident that she cared greatly for him and that she wanted the best for him. However, the placement was at risk of breakdown due to the impact CR's behaviour was having on her own emotional mental health. In order to prevent a breakdown a robust package of support was put in place which included, increased respite to allow some space between CR and the carer along with additional support from the PA. Supervision sessions with the Foster carer were increased to enable the Foster carer to be able to talk freely about her emotions.

As a result of the increased support prior to CR's 18<sup>th</sup> Birthday, it enabled the Social worker in the children's team along with the PA, to work with CR to provide him with a positive transition to his current Shared Lives placement. Rather than an unplanned move which may have caused untold damage. Alongside this CR was able to continue to have positive relationships with his previous Foster carer of 10 years and his respite carer meaning that there was a positive ending to what had been this young person's family. CR still has regular contact with the carers and his sibling who remains in placement and he is happy and settled with his Shared Lives carer.

### Case Study 2

SP is a 16-year-old young man who came to our attention as a young man who was homeless and living a chaotic and worrying lifestyle. When I first met SP he was very unkempt, thin and was at real risk of becoming involved in County Lines due to his vulnerability. Initially SP was resistant to engaging with support however a team effort, between social workers, managers, wellbeing officers has meant that SP has agreed to come into Local Authority care voluntarily under Sec76 of the Care and Wellbeing Act Wales 2014. Initially it was evident that there was a lack of knowledge amongst SW, housing and teams around Southwark. Providing the knowledge about our duties as a Local Authority to colleagues has enabled SP to become a child looked after and now a Care leaver. He is flourishing since he has been in LA care he has been able to return to education, he has developing positive skills for independence. He is no longer going missing which was a real concern. Concerns around his substance abuse have decreased and he has goals and ambitions for the future. Sam has sat on interview panels for Senior managers and Managers as part of the recruitment drive in the restructure. As well as the positive work by the social work team credit needs to be given to Daldydir where SP is living who have supported and encouraged him to engage with work-based activities that they do on site. SP is a young person who we are currently considering for our shared house in Newtown.

Text message received from SP Monday 18<sup>th</sup> of Feb when the Team were working really hard to try and get him to engage. This was following engaging with him to support him financially and buying him food and encouraging him to think about allowing us to support him.

"Ok thanks so much for everything you've actually changed how I think about social"

### **St David's Day Fund for Care Leavers**

The St David's Day Fund has this year been doubled to £54,000. We intend to use this as creatively as possible to ensure that our care leavers have access to opportunities and that their overall wellbeing benefits.

Examples of creative use may include things like supporting care leavers with managing debt, providing gym membership, household items, IT equipment and a whole range of other requests. We are encouraging our Personal Advisors, and

young people themselves, to apply to the fund for anything that could potentially be of benefit to them, which isn't covered within their existing allowances

## **Supporting People in the Community**

Social Services continue to promote the use of direct payments. Towards the end of 2018-19 a project commenced with the Direct Payment Support Scheme provider to identify registered personal assistants who have spare capacity. This was specifically in areas where domiciliary care was not available giving individuals the opportunity to use a direct payment to purchase their own care and allow them to live independently. In consultation with service users of the day centre in Crickhowell, work has commenced to see if they could be better supported through direct payments to attend local social groups.

Supported Housing – following the success of extra care housing project in Newtown the strategic direction for other areas of the county are being reviewed to identify future opportunities. Sites have been identified in Ystradgynlais and Welshpool that will increase extra care capacity in the county by 2020; the council will work with external partners to take forward this change. Work has commenced on three units of accommodation in the Brecon area.

Supporting People, a programme to provide a 'Floating Support Service', has successfully been re-commissioned which will support the early help and prevention model and positively impact on avoiding demand for domiciliary care.

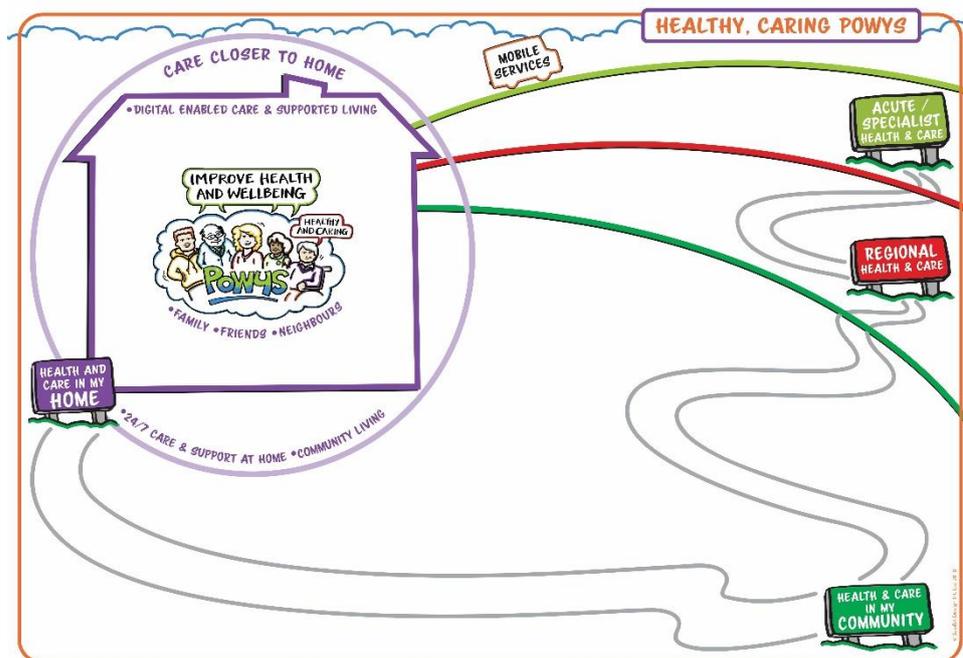
Cae Glas – Work has continued with partners on the development of specialised accommodation to support individuals with a learning disability. 6 individuals have been identified as potential future residents and individual plans are being developed to support and enable them to live within their community of choice. The project at Cae Glas not only supports individuals to return to the county but will also avoid some having to leave to live in other areas.

Research and Development - In order to help inform future planning of adult services we have undertaken a 'Whole System Review' which maps the journey adults currently take through the social care system. Through the analysis, we want to identify how we can make the process more efficient and citizen centred. In the North of the county a proof of concept has been undertaken in ASSIST which looked at a whole system response to individual's needs and assets through a multidisciplinary approach. This proof of concept will be evaluated in 2019-20.

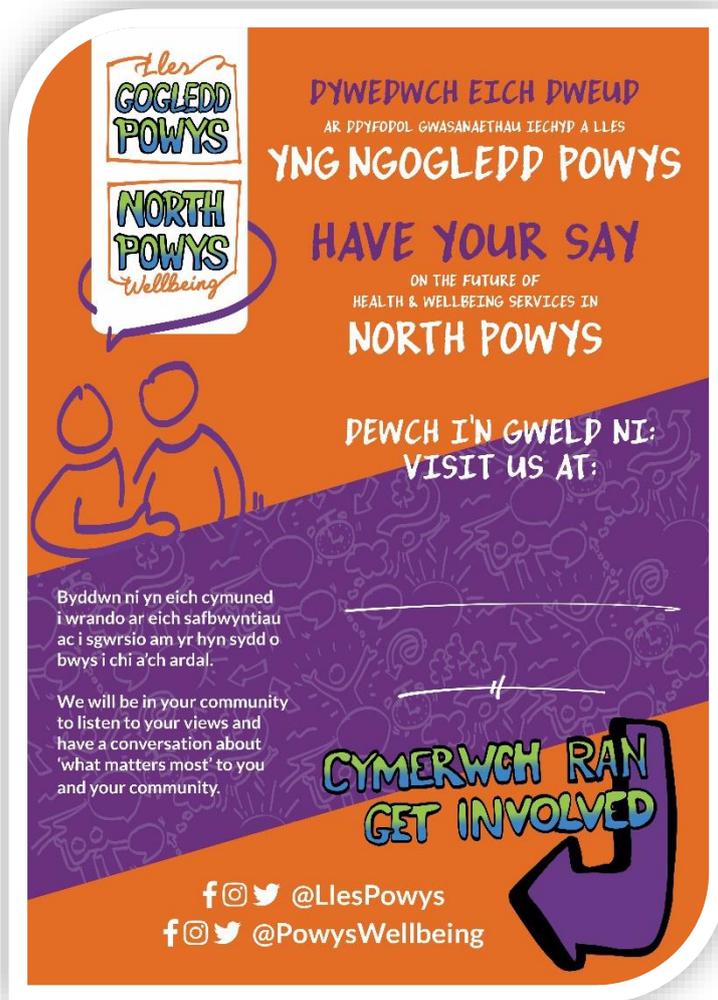
## **What are our Priorities for Next Year:**

- Review our access arrangements, promoting self-service and channel shift wherever appropriate. Ensuring we have the right model to meet the demands on the service. Promoting a culture of getting it right the first time for people who contact us.

- Review the end to end customer journey/experience and ensure that each step adds value and that our systems are lean and agile
- Continue to promote a culture which routinely meets the expectations of the Social Services and Well-being Act and other legislation which encourages co- production and reduced dependence.
- Regional Rural Centre in Newtown – in partnership with health and social care professionals, a proof of concept work has been completed including identification of a preferred site for a multi-agency campus in Newtown. Work has commenced on the design of the new model of care which includes mapping of existing services and local population needs.



- The proof of concept work has been completed. This includes the identification of a preferred site for a multi-agency campus in Newtown and the testing of how the vision/concept could fit on the preferred site through different layout options. This external report and its recommendations were approved by PCC Cabinet on 19th February 2019. Further work is required to develop the multi-agency wellbeing campus model and this will be undertaken during spring/summer of 2019.



- Continue to work with PCC Housing Department and Associations on planning opportunities for Residential Units and training flats for Care Leavers.

This Programme is expected to deliver the following outcomes in line with the Corporate Improvement Plan:

- Positive partnerships which promote co-production in service design and delivery
- Significant investment in integrated health and social care facilities and infrastructure
- People have good access to information, advice and assistance
- Accessible and equitable services fit around people's busy lives
- We focus on what matters to the individual

**(e) Supporting people to safely develop and maintain healthy domestic, family and personal relationships.**

- Bid to Welsh Government to provide training so we can offer perpetrators a programme and to increase capacity to offer the “Star” programmes to children affected by domestic abuse.
- Working to include provision for two specialist DV staff to improve our assessments and to offer perpetrator programmes as part of our developing Early Help hub in Children Services.
- Ask me”, a scheme piloted and developed in Powys, has been rolled-out across the UK.
- White Ribbon display currently touring Powys libraries
- 2016 Domestic Homicide Review-Tracey Cockrell: Key recommendations: All organisations contracted to provide care services on behalf of Powys Council have a workplace domestic abuse policy and provide the same level of training as required of Council staff under the National Training Framework



## **What did we plan to do last year?**

During 2018-19 we said we would:

- enhance our work with informal carers by providing awareness training, commissioning a carers' rights booklet, and increasing the proportion of identified carers who are offered an assessment
- work closely with Credu (Powys Carers) to support young carers and to provide effective respite where required
- double the number of individuals benefitting from TEC over the next two years.

We aim to support individuals to live their lives as independently as possible without social services' interventions and to support people to engage fully with their community. We will do this by investing further into home-based support, befriending services, and the community connectors.

In the 2017-18 Directorate Plan we stated that we would:

- Implement the key milestones in the Assistive Technology strategy
- Implement the Carers Strategy and improvement in carers support

## **How far did we succeed and what difference did we make?**

We know that most children are most likely to thrive and achieve good outcomes if they are cared for within their own families. Preventative services and early help to support children in need and their families should be provided in ways that give them every chance to stay together. Where children cannot be supported within their immediate family, there will be help available for assisting them to make private arrangements within their wider family and friendship networks and, where necessary, to make these arrangements permanent.

621 identified carers were offered an assessment out of 657 (94.52%), compared to 321 out of 361 (88.92%) in 2017-18.

During 2018-19 we had 14 care leavers, 64.29% of these were engaged in education, employment or training during the 12th month that they left care. During 2017-18 we had 17 care leavers, 64.7% of which were in education, employment or training in the 12 months after leaving care.

Powys has 117 identified care leavers aged between 16 and 24. 19 of our care leavers experienced homelessness during the 2018-19 period (16.24%)

The percentage of children who were supported to remain living with their family was 70.8% (73.9% for 2016-17).

The percentage of Children Looked After children who returned home from care during the year was 37.8% (15.3% for 2016-17).

The same is true for adults in that maintaining the relationships that matter to them is important. Community, family and personal relationships keep people connected and help to keep people engaged.

Young Carers initiative - Credu (formerly Powys Carers Service) has utilised Integrated Care Funding to develop the Young Carers in Schools (YCiS) initiative which has been created jointly by Carers Trust and The Children's Society. The initiative aims to increase awareness, identification and support for Young Carers in our Powys schools. The programme will celebrate the good work already being done in some schools by recognising it in the form of an award, and will support other schools to become more Young Carer focused. Each school now has an identified Young Carers Operational Lead who is part of the senior management team.

### **What are our priorities for next year and why?**

- Increase awareness and challenge attitudes of violence against women, domestic abuse and sexual violence across Mid and West Wales
- Increase awareness in children and young people of the importance of safe, equal and healthy relationships and that abusive behaviour is always wrong
- Increase focus on holding perpetrators to account and provide opportunities to change their behaviour based around victim safety
- Make early intervention and prevention a priority
- Relevant professionals are trained to provide effective, timely and appropriate responses to victims and survivors
- Provide victims with equal access to appropriately resourced, high quality, needs led, strength based, gender responsive services throughout the region.
- Ensure all organisations contracted to provide care services on behalf of Powys Council have a workplace domestic abuse policy and provide the same level of training as required of Council staff under the National Training Framework.

### **(f) Working with and supporting people to achieve greater economic well-being, have a social life and live in suitable accommodation that meets their needs**

#### **What did we plan to do last year?**

In the 2018-19 we stated that we would:

- Clarify the 'offer' that will be made to children who are looked after and care leavers in line with the request from the Children's Commissioner for Wales. The total number of referrals to our Advocacy Service for children & young people in 2018/19 was 265 referrals.
- Work with the re-established Children and Young People's Partnership (CYPP) to engage in supporting a variety of initiatives to support children and care leavers

- Work to develop a pipeline of opportunities for supported employment for Adults

### **How far did we succeed and what difference did we make?**

There has been a reduction in the use of long-term residential care and nursing home provision, as more people are supported at home to maintain their independence. Staff have responded very effectively to occasions where urgent action has been required, including closure of a residential care home, winter pressures and adverse weather.

Working in an integrated manner with the Powys Teaching Health Board, new joint services have been commissioned and a number are now operational. These include an 'intermediate care facility in Builth Wells called *Glan Irfon*. This is a short-term residential home where people receive rehabilitation and can be supported when leaving hospital or if they require short term support.

It is recognised that a prudent approach means a greater emphasis on prevention and early intervention models. We are using the Integrated Care Fund provided by the Welsh Government to support new developments in order to modernise our offer to the public.

There are promising signs that a more integrated approach to service provision is being developed at both strategic and operational levels in areas such as reablement, Ystradgynlais, Brecon and Machynlleth. In Ystradgynlais, for instance, there is anecdotal evidence that fewer people are moving into care homes and fewer people are requiring domiciliary care following intervention by the multi-agency multidisciplinary team. We intend to undertake an evaluation to understand whether this anecdotal evidence can be supported by qualitative data.

Other services which have been developed in Powys during the last few years include the extra care scheme at Newtown, Llys Glan-yr-afon, which has supported individuals to live independently with care if required. There is some evidence of a reduction in people needing to live in care homes in Newtown following this extra care scheme becoming operational. We have been working also with colleagues in the housing service to develop more extra care schemes and to ensure that there are accommodation options available which provide a home for life.

We have also supported the Shared Lives scheme in Powys and intend, over the coming year to invest further into this scheme to support its further expansion. This service supports individuals who need support to live with families in the community, rather than going into care.

- As part of our 'What Matters' conversations we can ensure that a person's outcomes and wishes are translated into positive actions to support them to live their lives in a way that maintains their access to their community, families and work. Many people need help in supporting them to live at home and working with our partners we can secure a range of assistance to achieve this.

- To support the workforce in this new way of working, we have provided ongoing training in how to talk to service users and carers from a strengths-based approach. Staff have also received 'outcome focussed' collaborative communication training. Joint training has also been undertaken with Credu to support their team in their approach with carers to enhance their understanding of collaborative communication.
- Adult Services experienced pressures within the domiciliary care market including Providers having to hand back their work due to financial pressures. The pressures also resulted in delayed transfers of care for people who were in hospital. In the fourth quarter of 2018-19, new providers entered the market, thus reducing the number of people waiting for a care package. The council and other providers continue to successfully deliver 11,000 hours of domiciliary care weekly.
- *Shared Lives* is an adult placement scheme where carers open their homes to a young person or adult that needs extra support to live well. The council has 21 *Shared Lives* carer households and during 2018-19 we supported 29 individuals. *Shared Lives* was featured on the ITV news with a carer and service user from Powys interviewed.
  - <https://www.itv.com/news/wales/2019-04-21/charity-urges-more-people-to-open-up-theirhomes-to-those-in-need/>
  - [https://www.youtube.com/watch?v=sO\\_7whSfDhl](https://www.youtube.com/watch?v=sO_7whSfDhl)
- Care Home Commissioning – the Council have commissioned a new provider to run the 12 council owned care homes and Glan Irfon, a joint integrated intermediate care facility with Powys Teaching Health Board. The new provider, Shaw healthcare is a Welsh based company whose goal is to deliver the type of care that we would want for our own loved ones. There are also plans to modernise the provision and to develop services with the new provider. Work is underway with BUPA, Shaw Healthcare and Care Inspectorate Wales to enable a smooth and safe transfer of the service on 1st June 2019. The Council and Powys Teaching Health Board have reviewed requirements and a pooled fund post has been created which will be advertised in the new financial year 2019-20.
- A pilot of a new electronic system for the purchase of domiciliary care called a Dynamic Purchasing System (DPS) has commenced in Ystradgynlais. The purpose of a new system will help ensure our supply pool of providers are able to grow sustainably and flexibly to deliver domiciliary care as well as ensuring that the Council secures best value in terms of cost and quality of service whilst providing equality of opportunity to external providers. An evaluation of the pilot will be undertaken in 2019-20 before any decisions are taken on next steps.
- 1.49 persons (per 1000 population) aged 75 and over experienced a delay in return to their own home or social care setting following hospital treatment, compared to 1.78 in 2017-18



### **What are our priorities for next year and why?**

As part of our planning for 2019-20 we will:

1. In 2019-20, the council will work with partners and providers to support their sustainability and find innovative solutions to reduce the numbers of delayed transfers of care.
2. Continue to increase the capacity of carers and number of participants in the Shared Lives Service.
3. Work with the housing service and housing associations to develop better accommodation options for older people in Powys. This will include the development of extra care schemes in Welshpool, Ystradgynlais and Brecon.
4. Reduced numbers of persons (per 1000 population) aged 75 and over who experience a delay in return to their own home or social care setting following hospital treatment. (this was 1.5 in 2017-18).

## 5. How We Do What We Do

### (a) Our Workforce and How We Support their Professional Roles

Powys is fortunate to have dedicated and hard-working social care staff who routinely demonstrate commitment and care for the individuals they serve. Despite that, Powys faces a significant long-term challenge because demographic change is leading to an increase in older people (75+) and a decline in the number of people of working age (see table below).

Age Group	2014	2019	2029	2039
<b>Working Age (16-64)</b>	77,200	73,500	65,200	56,900
<b>75+</b>	15,100	17,600	24,000	28,200

(Welsh Government Population Projections (2016))

This is causing recruitment and retention problems for the council. As part of a “One Council” approach, we acknowledge the need to have the right numbers of people in the right roles with the required capabilities to deliver improvement. To achieve that goal, we are investing in the following:

- Workforce planning
- Attracting and recruiting staff
- Leadership and management development
- Performance management of people
- Workforce development
- Pay reward and recognition
- Professional progression
- Workforce health and wellbeing.

The workforce in Powys are highly skilled and demonstrate an eagerness to improve services. They are also supported by the agile working arrangements which are unique to Powys because of the need to respond to issues around size and rurality. The use of technology to meet staff’s needs is good and we will continue to build on this.



## Recruitment Events

Compass Careers Fair attended by representatives from Social Services in Birmingham in early March. A high proportion of visitors were either Newly Qualified Social Workers or Student Social Workers currently in their final placement. Around 20 visitors to the Powys stand showed genuine interest in working for the local authority. A meeting has been scheduled to support one visitor who was looking into returning to practice requirements.

Social Care were represented at the Careers Event in Builth Wells in early March. There was representation from the Occupational Therapy Service and from the Sensory Loss Service. The Sensory Loss Team set up a guided sight area, Braille machines so that children and young people could learn to write their name and take part in a water challenge. The interactive exercised proved very successful. There were also social work staff and a student in attendance to provide information, advice and guidance regarding more generic discussions around working in social care and training to become a social worker. The team spoke to in excess of 200 people at the event.

Consequently, in overall terms the in-house social care provider workforce is stable, suitably qualified and competent. The quality of their practice shows that they are intent on improving the lives of people who need support and care. Managers are committed to leading professional practice. Training and support provided to staff at all levels is critically important. The Social Services and Well-being (Wales) Act has led to better strengths-based assessments in partnership with individuals, assisting them to look at all options. Resources (including policies and fact sheets) developed by Powys to support staff in providing quality assessments are complemented by access/links in place to the Social Care Wales Learning Hub.

During 2017-18 we planned to:

- introduce a staff charter
- ensure that staff comply with their mandatory training requirements
- deliver training qualification opportunities
- secure more effective succession planning



## What we Achieved

- To increase our staff engagement, the Director of Social Services established an employee representative meeting which provides an opportunity for staff to be briefed on current issues within the Service and to have the opportunity to raise issues and ideas for discussion or escalation. The group is working collaboratively to support the wider engagement and build a stronger culture within Social Service.
- A staff survey is in process, the results of which will be analysed and discussed at a staff conference in July 2019.

- Engagement with partners continues through the Regional Partnership Board and as required in respect of service developments.
- Adult Services have also continued to engage with the learning disability, physical disability and sensory loss forums with positive feedback received.
- We have also engaged with communities where significant service changes have been proposed such as day services.
- Children's Workforce Restructure has been presented to and accepted by Cabinet. In conjunction with the Unions and HR colleagues the staff consultation has been completed and the recruitment process is progressing at pace.
- Grow your own – During 2018-19 the council has continued to support the development of existing staff. Adults services have 5 students on the Open University Degree in Social Work, all of whom are on Level 2 of their degree and have commenced their practice learning opportunity. There are also 4 members of staff undertaking their practice assessor qualification. The Adult Services Disability Team provided a Level 3 placement for a Chester MA student, who has gained permanent employment within the team having passed their degree.
- Occupational Therapy – Whilst the waiting list for occupational therapy in the South of the county is significant, work has commenced to reduce this with the aim of not having a waiting time for a service. The following case study is an example of how an individual was supported through the service to remain independent in their own home.

***<https://www.youtube.com/watch?v=QkkoJUcsyHA>***

### **Securing a Stable Workforce**

Children's services have commenced work on the new workforce restructure. After a period of consultation and staff preferencing we have completed the process of matching our permanent staff to positions. We still have a high number of agency staff to cover vacancies, maintain caseloads and stabilise the workforce whilst we are in this period of recruitment, with several of our agency staff applying for permanent positions, 4 having been appointed to the end of March, interviews will be held throughout April and May 2019. The Council continues to be committed to provide additional support staff so that front line practitioners and managers can focus on delivering safe and high-quality services to children and their families.

A workforce plan is being followed, in both children's and adult's services, to recruit talented people, provide excellent training and support all staff in their professional development.

Two agency social workers in mental health were appointed into permanent positions in 2018-19.

The authority has appointed an experienced additional senior manager in Children's Services to add leadership capacity on behalf of the Head of Service. The focus for this role will be to support practice in respect of assessments and in ensuring that:

- children's plans are 'SMART' and effective;
  - visits are undertaken in accordance with the child's plan; and
  - reviews are undertaken according to the relevant timescales.
- we provide continued leadership at a senior level, a new Head of Adult Services commenced in April 2019, following the departure of the previous officer. In addition, following retirement, 2 new Senior Managers have commenced in post for Mental Health and Disabilities and Older People. In Mental Health, Adult Services have experienced difficulties in recruiting and retaining Approved Mental Health Practitioners and continue to review how to overcome this issue.



## (b) Our Financial Resources and How We Plan for the Future

Many local authorities are experiencing budget challenges and Powys has received one of the worst settlements in Wales every year for ten years. The large variation in

our expenditures makes resource management especially challenging. Decisions which affect the type and cost of services to be provided are often outside of the council's control and thus are uncontrolled and unpredictable (e.g. decisions taken by the court in child care cases).

Some individual services are very expensive, where placements for children or adults with especially complex needs can easily exceed £150,000 a year and some will cost substantially more. Expenditure incurred in one year may lock the council into financial commitments for many years to come. To balance the competing priorities of managing service demand, improving quality, meeting higher expectations and reducing expenditure is especially problematic in situations where safeguarding children and adults from harm must be the key factor in decision-making. Additionally, there are many factors making the task even more difficult in recent years: increasing demand for services; new requirements from the Welsh and UK Governments; and the need to achieve budget savings in the face of reducing revenue.

**Headline capital investments:**

£172k Community Equipment to enable clients to live in own home longer and facilitate discharge from hospital.

£126k Refurbishment of Substance Misuse Premises in Welshpool

**Headline savings:**

£1.468m achieved, which was £0.037m over target, down to right sizing of care packages, early intervention and prevention e.g. Reablement, TEC enabled care and outcome based care plans.

Across Wales, social services have received a large measure of protection during austerity. The end of year position for the Social Services Directorate in Powys in 2018-19 is an overspend of £3.704m, on a net budget of £84.522m. There was an underspend in Adult Services of £1.936m and Children's Services expenditure exceeded budget by £5.64m. The savings target for Adults set of £1.432m was overachieved by £0.0369m and £2.298m in full remains unachieved within Children's, of which £2.2m has been reinstated as part of the budget setting process. The numbers of Children who are Looked After (CLA) are at a five-year high (246 children), with a 18% increase in 2018-19 and contributes to £3.55m of the over spend. Demand continues to grow, as does case complexity and use of external placements.

The Council has agreed to significant investment in Children and Adult Services for 2018-19. In setting out our strategic direction we have a range of plans to improve services over the next 12 months and beyond.

Initiatives are planned in key areas such as carers services, substance misuse, telecare, older people, Learning Disability, prevention and early intervention. Other work is being developed in respect of domiciliary care, physical disability and sensory loss.

Operationally we have examples of services strongly grounded in analysis of community need (e.g. Llangynog Day Centre and Llanfyllin Mencap Service). There is good practice in relation to community engagement and planning for change, such as the population needs assessment and a review of accommodation options. However, we recognise that more is required and that all services need to be grounded in community need analysis.

At a corporate level we know that our Council needs to address a range of challenges to improve how we use our resources and plan, including:

- The significant budget difficulties in the next few years where the Council does not yet have the plan in place to respond
- Savings and staff reductions in key areas that have not been underpinned by a long-term strategic plan for the nature and shape of the Council and the services people need;
- Undergoing a full contract review to identify future commissioning options to better address supporting individuals with disabilities having paid employment opportunities.

### **(c) Our Partnership Working, Political and Corporate Leadership, Governance and Accountability**

Working in partnership our Area Plan identifies which services will receive greatest priority in respect of integrated working between the Council, the health service and others, including:

- Older people with complex needs and long-term conditions, including dementia
- People with learning disabilities;
- Carers, including young carers;
- Integrated Family Support Services;
- Children with complex needs due to disability or illness

In line with the requirements of the Social Services and Well-being Act, the Regional Partnership Board (RPB) provides cross sector leadership through a strong and shared commitment to providing seamless and integrated health and social care services for children, young people and adults living in Powys, with a primary emphasis on prevention and early intervention.

To this end, we have developed a high-level, overarching plan called the Health and Care Strategy which sets out the strategic vision and approach to be taken in Powys. The Area Plan will outline the priorities to be delivered over the first 5 years and identify the lead agency for delivery.

The Health and Care Strategy priority areas are:

- Wellbeing;
- Early help and Support;
- Tackling the Big Four;
- Joined up Care.

The RPB will also address the key strategic enablers outlined in the Health and Care Strategy which will help us to develop and deliver the proposed model of care including:

- Workforce
- Innovative environments
- Digital First
- Transforming in Partnership.

Our renewed focus on our corporate leadership and governance through our vision 2025 plan sets out many challenges for us to respond to:

- The Council's vision for the future is currently insufficiently shared and understood by the Council's officers, partners and residents;
- The Council, members and officers, have too often failed to tackle difficult issues. There is a need to be even more open about what the most important issues are and focus on addressing them;
- The Council needs to create a mutually supportive leadership culture. There are examples of blurring of roles between members and officers. The respective roles need to be clear;
- There is a need for the council's corporate centre to provide stronger, more enabling delegated leadership;
- Whilst there are some good operational partnerships, joint commissioning, improvement and rationalisation work should focus on ensuring that all are focused on improvement priorities and securing impact from their planned work programmes.
- Integrated Disability Service – We established the Integrated Disability Service (IDS) to include co-located multi-agency teams and a single management structure. An Integrated Disability Service triage process has been started. What were monthly physical meetings are now weekly meetings using Skype where needed. This gives quicker and more informed advice and action for children with disabilities or complex health needs.

## 6. Accessing Further Information and Key Documents

In publishing this annual report, we have relied upon a substantial amount of information, data, progress reports including those that have featured heavily this year following our recent inspections, and surveys.

The annual report identifies the progress of the Council in responding to the wellbeing of those people who need our help and support. This report however is not the only source of information available to members of the public, key partners and service providers.

We have a significant amount of background information that sits behind this report that provide additional detail about what we do and how we do it. Importantly if something is not mentioned in this report as a key priority it doesn't mean we're not doing it, as there is a lot of activity across social services that plays a part in helping us to provide for some of the most vulnerable groups in our community. It's not possible to capture everything which is why we are keen to signpost people to further information.

To access further information about what we do then these are some of the documents that will provide more detail:

- Powys County Council Corporate Leadership & Governance Plan 2017- 2020
- Healthy Caring Powys – Delivering the Vision (Area Plan)
- The Children's Services Improvement Plan 2017- 2020
- The Adult Services Improvement Plan 2018-2023
- The Powys Population Needs Assessment
- The Powys Wellbeing Assessment
- CIW Inspection Reports 2018 and 2019

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## CYNGOR SIR POWYS COUNTY COUNCIL.

### CABINET EXECUTIVE 9<sup>th</sup> July 2019

**REPORT AUTHOR:** County Councillor Rachel Powell  
Portfolio Holder for Young People & Culture

**SUBJECT:** Adopting - A Children's Pledge for all Children & Young People in Powys – From Day One to when they're 25 years old.

**REPORT FOR:** Decision

### 1. Summary

1.1 The representative group of young people have been tasked with developing a pledge for all children and young people in Powys, this is what they have come up with:

**A PLEDGE TO ALL CHILDREN & YOUNG PEOPLE IN POWYS**  
*From day 1 to when you're 25 years old.*



**IT IS MY RIGHT TO ACCESS WHAT'S BEST FOR ME.**  
We pledge to think about, and wherever possible act on your unique views, and situation to ensure that you get the best possible services and help.  
*Children's Rights Articles: 3, 6, 12, 14, 18, 20, 21, 22, 23, 25, 27, 39.*

**IT IS MY RIGHT TO LEARN.**  
We pledge to provide the resources and support for you to do the best you can.  
*Children's Rights Articles: 28, 29, 30.*

**IT IS MY RIGHT TO BE INFORMED.**  
We pledge to provide access information that is easy to understand.  
*Children's Rights Articles: 4, 13, 17, 42.*

**IT IS MY RIGHT TO HAVE MY PRIVACY RESPECTED.**  
We pledge not to ask for information that isn't directly relevant. We will put policies in place to protect your information.  
*Children's Rights Articles 16.*

**IT IS MY RIGHT TO BE SAFE.**  
We pledge to do everything we can to make sure you feel safe and are protected from harm.  
*Children's Rights Articles: 6, 19, 20, 22, 32, 33, 34, 35, 36, 38.*

**IT IS MY RIGHT TO BE HEARD.**  
We pledge to give you opportunities where your voice can be heard, and your views are taken seriously.  
*Children's Rights Article 12.*

**IT IS MY RIGHT TO LEISURE AND PLAY.**  
We pledge to provide safe and clean environments, so that children of all ages are healthy and able to play.  
*Children's Rights Articles: 15, 31*

**IT IS MY RIGHT TO EQUALITY OF OPPORTUNITY.**  
We pledge to treat you fairly, regardless of your situation, and ensure you feel you belong.  
*Children's Rights Articles: 14, 25, 27.*

**IT IS MY RIGHT TO BE HAPPY AND HEALTHY.**  
We pledge to offer you the support for you to lead a physically and mentally healthy life.  
*Children's Rights Articles: 6, 19, 20, 23, 24, 33, 34, 39*









**ADDEWID I HOLL BLANT A PHOBL IFANC POWYS**  
*O'r Ddwrnod cyntaf hyd nes byddwch yn 25 oed.*



**MAE GEN I HAWL I GAEL YR HYN SYDD ORAU I MI**  
 Rydym yn addo meddwl am, a lle bo'n bosibl, gweithredu ynghylch eich barn a'ch sefyllfaedd unigryw mewn bywyd a sicrhau eich bod chi'n cael y cymorth a'r gwasanaethau gorau.  
*Llwybrau Plant Erthyglau: 3, 6, 12, 14, 18, 20, 21, 22, 23, 25, 27, 39.*

**MAE GEN I HAWL I DDYSGU**  
 Rydym yn addo darparu'r adnoddau a'r gefnogaeth i chi wneud y gorau y gallwch chi.  
*Llwybrau Plant Erthyglau: 28, 29, 30.*

**MAE GEN I HAWL I GAEL GWYBOD AM BETHAU**  
 Rydym yn addo darparu mynediad at wybodaeth sy'n hawdd ei deal.  
*Llwybrau Plant Erthyglau: 4, 13, 17, 42.*

**MAE GEN I HAWL I GAEL EIN PREIFATRWYDD WEDI'I BARCHU**  
 Rydym yn addo peidio â gofyn am wybodaeth nad yw'n uniongyrchol berthnasol a byddwn yn rhoi polisiau ar waith i ddiogelu'ch gwybodaeth  
*Llwybrau Plant Erthyglau: 16.*

**MAE GEN I HAWL I FOD YN DDIOGEL**  
 Rydym yn addo gwneud popeth a allwn i wneud yn siŵr eich bod chi'n teimlo'n ddiogel ac yn cael eich diogelu rhag niwed.  
*Llwybrau Plant Erthyglau: 6, 19, 20, 22, 32, 33, 34, 35, 36, 38.*

**MAE GEN I HAWL I GAEL FY NGHLYWED**  
 Rydym yn addo rhoi cyfleoedd i chi lle y gellir clywed eich llais a lle bydd eich barn yn cael ei chymryd o ddirif  
*Llwybrau Plant Erthyglau: 12.*

**MAE GEN I HAWL I HAMDDEN A CHWARAE**  
 Rydym yn addo darparu amgylcheddau diogel, glân, fel bod plant o bob oed yn iach ac yn gallu chwarae.  
*Llwybrau Plant Erthyglau: 15, 31*

**MAE GEN I HAWL I GYFLEOEDD CYFARTAL**  
 Rydym yn addo eich trin yn deg, beth bynnag fo'ch sefyllfa, a sicrhau eich bod yn teimlo eich bod yn perthyn.  
*Llwybrau Plant Erthyglau: 14, 25, 27.*

**MAE GEN I HAWL I FOD YN HAPUS AC YN IACH**  
 Rydym yn addo cynnig y gefnogaeth a'r cymorth i chi fyw bywyd iach yn gorfforol a meddyliol.  
*Llwybrau Plant Erthyglau: 6, 19, 20, 23, 24, , 33, 34 , 39*




Cwestiynau neu bryderon? Cyswllt: [youth.participation@powys.gov.uk](mailto:youth.participation@powys.gov.uk)

1.3

1.4 The Children's Services Improvement Plan, approved in February 2018 included key actions to support the development of a children's rights approach across the whole council and partner agencies. This report provides members with the additional detail to support the adoption of the pledge that has been developed to further the council's commitment to its youngest residents.

1.5 One action within the Improvement Plan is to work with our partners to agree and implement a Children's Charter for Powys. This action will be a key milestone for the council to work towards 'The Right Way' guidance laid out by the Children's Commissioner for Wales and the National Participation Standards endorsed by Welsh Government. The first step of signing up to the Participation Standards has been completed with the council signing the Participation Charter back in June.

1.6 It is important for members, staff and partners to be aware of the key pieces of policy and legislation which directly support and underpin the pledge. However, in addition to our statutory obligations which are outlined here, engaging with our service users and residents, in particular children and young people, will help us all create a better understanding of the needs of our local residents and communities. It will help us

gain valuable insight into the design and delivery of our services and provide critical information to help us continually improve our service offer.

1.7 A breakdown of legislation and national policy that this fits under is included in Appendix 2.

1.8 It is important to note that costs relating to the proposals outlined within this report would be covered through existing resources and would not require additional funding at this stage.

## **2. Proposal**

2.1 Powys County Council agree and implement the pledge for 'All Children & Young People in Powys', to meet the action A33 of the original Children's Services Improvement Plan 2018-19.

2.2 Implementation will mean services will have clear parameters of their duties when they plan, review and deliver services, to develop a deeper understanding on how proposals can impact on children and young people. Children & Young People can also understand how they will be treated and manage their expectations when accessing a service as services for children and young people will all be working within the same parameters.

2.3 The guidance, which can be found in the appendices, specifically gives more details around the parameters within the Children's Pledge, that can be used to inform its implementation within services. Support will also be available from the Participation Team to support any service looking to engage with children and young people.

2.4 The Children's Pledge was offered out to public consultation, and in the interest of gathering a number of views, 41 letters were sent out to various stakeholders and young people's organisations asking for their help in gathering views on the pledge. In total there were over 140 responses from a wide number of young people and professionals from across the county. Overall the original colour scheme and design wasn't liked, but everyone agreed with the pledges that were made, however there was some concern from professionals that the language was too complex. From this the design of the Pledge has been altered to ensure it is more inclusive and appealing to the audience.

2.5 The majority agreed there should be some kind of monitoring process taking place every year against organisations who sign up to the Pledge and that we should possibly re-evaluate the Pledge in three years. If adopted, the team will look to develop a simple self-assessment so that the council and adopting organisations can understand how well it is doing.

2.6 A number of comments provided via the survey indicated that whilst people believe the Pledge is a good idea, there is scepticism that this will ultimately change nothing. A couple of professionals noted these are legal obligations placed upon the council under the current legislation. However, this is about embedding an ideology to promote best practice and continue to ensure we meet our duties and continue to raise the profile of children and young people across the breadth of the services the council delivers.

## **3. Options Considered / Available**

3.1

	<b>Option</b>	<b>Advantages</b>	<b>Disadvantage</b>
1	Do nothing – Pledge is acknowledged, without adoption with no further work undertaken by the council.	<ul style="list-style-type: none"> <li>• Status Quo is maintained.</li> </ul>	<ul style="list-style-type: none"> <li>• Services' understanding of the legal duties on the council remains sporadic with regards to listening to children and young people.</li> <li>• The council becomes non-compliant with the action plan, unless action is agreed that it is no longer applicable.</li> </ul>
2	Adopt the Pledge – Pledge is adopted as is, with work commencing immediately on communicating the message and issuing the relevant guidance.	<ul style="list-style-type: none"> <li>• Children &amp; Young People have an expectation of the services they receive.</li> <li>• The Council makes a public commitment to ensuring the voice of children and young people is listened to and respected.</li> <li>• Staff have a simple understanding of our legal obligations.</li> </ul>	<ul style="list-style-type: none"> <li>• Some service areas may need to work on listening to children and young people, in a meaningful way.</li> <li>• Council may be challenged on future decisions based on this Pledge.</li> <li>• Children &amp; Young People may feel more empowered to complain about the services they receive.</li> </ul>
3	Refer for further refinement – the Pledge is referred back to officers for refinement, without adoption. Specific feedback on areas for development to then be addressed and brought back to Cabinet.	<ul style="list-style-type: none"> <li>• The Pledge undertakes further consultation so it is in a position which the council feels is more acceptable.</li> </ul>	<ul style="list-style-type: none"> <li>• This may alienate residents, staff and partners who have taken part in the process to get it to what is felt to be an acceptable position.</li> </ul>

3.2 There will be little impact on efficiencies (positive or negative), as the Pledge aims to instil an ideology steaming from the ratification of the UNCRC in 1991, further refined twice by the Welsh Government in the Children & Families Measure 2010 and the Well-being of Future Generations Act 2016.

#### **4. Preferred Choice and Reasons**

4.1 The preferred choice is Option 2, Adopt the Pledge.

4.2 In order to achieve the action laid out in the Children's Service Improvement Plan, the Pledge needs to be 'adopted and implemented'. As such, without such a pledge in place, the council risks not being compliant with the current Children's Services' Improvement Plan.

4.3 To reiterate the reasons already specified in Section 3, adoption of the pledge will see greater transparency from within the council to young people and expectation of the services that young people receive placed upon the council, and parameters for understanding how we work with children and young people in a meaningful way placed upon officers and members. This is in line with the council's values to be open and progressive.

4.4 If adopted, the Pledge will form part of the Children's Rights training package currently being re-developed. The guidance attached to this paper will also be circulated and

presentation made at the relevant meetings to help ensure everyone understand their obligations.

4.5 A communication plan will then be finalised to ensure the message of the Pledge is well communicated across the Council and all young people.

## **5. Impact Assessment**

5.1 Is an impact assessment required? No

5.2 If yes is it attached? No

## **6. Corporate Improvement Plan**

6.1 Economy – Children and Young People will understand the type of county Powys is striving to be, and encourage them to return should they leave to raise a family and create jobs with potential business.

6.2 Health & Care – This Pledge is being adopted by Powys Teaching Health Board as well will see Powys being a place, which understands the expectations from children and young people and work hard to provide joined up care services and innovative environments in which young people receive the best possible services.

6.3 Learning & Skills – By setting the standards by which children and young people expect to receive services, it is important to note that the Pledge’s guidance clearly states what good information looks like and places as much emphasis on informal and non-formal learning as it does on formal learning.

6.4 Resident & Communities – By listening to children and young people and providing the parameters for ‘meaningful’ we create an environment in which it is understood what can and cannot be done and promote everyone having their voice heard and taking part in the democratic process.

6.5 The biggest risk to the council will be the pledge used as a form of challenge when decisions are made. This may result in legal action if reasonable grounds are found that we have not done what we have pledged.

## **7. Local Member(s)**

7.1 There will be no effects on members. However, the Pledge does outline an expectation of engagement and service delivery review.

## **8. Other Front Line Services**

Does the recommendation impact on other services run by the Council or on behalf of the Council? No – not directly, the Pledge is about creating a culture, rather than changing practices and services.

If so please provide their comments

Whilst the pledge won’t impact on services it will create a culture that means when services are being reviewed they need to ensure the meaningfully engage in any decisions which might affect the lives of children and young people.

## 9. Communications

Have Communications seen a copy of this report? Yes

Communications have seen report

Comment: production of a proactive media statement to support if CABINET adopt pledge

## 10. Support Services (Legal, Finance, Corporate Property, HR, ICT, Business Services)

10.1 **Legal** : The recommendations can be supported from a legal point of view.

10.2 **Finance** - The Finance Manager notes the content of the report, which is the Councils public commitment to ensuring the voice of children and young people is listened to and respected. Costs relating to the proposals outlined within this report need to be managed within the existing financial envelope.

10.3 **ICT** - there are no implications for ICT and we support the proposal

10.4 **HR** - No specific comment in relation to HR policy, however it may be a suggestions to ensure this is ingrained in the working practices of staff through team meetings and appraisals, especially the initial communication of expectations etc.

## 11. Scrutiny

Has this report been scrutinised? Yes

If Yes what version or date of report has been scrutinised?

Version 4 on the 27<sup>th</sup> March 2019.

What changes have been made since the date of Scrutiny and explain why Scrutiny recommendations have been accepted or rejected?

11.1 Scrutiny were happy with the pledge and paper, no recommendations were made.

## 12. Statutory Officers

The Head of Finance (Section 151 Officer) notes the comments of the Finance Manager.

The Solicitor to the Council (Monitoring Officer ) commented as follows : "I note the legal comments and have nothing to add to the report."

## 13. Members' Interests

The Monitoring Officer is not aware of any specific interests that may arise in relation to this report. If Members have an interest they should declare it at the start of the meeting and complete the relevant notification form.

Recommendation:	Reason for Recommendation:
Adopt the Children's Pledge set out in paragraphs 1.1 and 1.2 of the report	To instil an ideology and make a public whole council commitment to

	<b>the Children &amp; Young People of Powys and ensure continued compliance with the Children's &amp; Family Measure 2010.</b>
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<b>Relevant Policy (ies):</b>	N/A		
<b>Within Policy:</b>	Y	<b>Within Budget:</b>	Y

<b>Relevant Local Member(s):</b>	All
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<b>Person(s) To Implement Decision:</b>	
<b>Date By When Decision To Be Implemented:</b>	Immediately.

<b>Contact Officer:</b>	Daniel Harper, Children's Rights & Participation Officer
<b>Tel:</b>	01597 82 7592
<b>Email:</b>	Daniel.Harper@powys.gov.uk

**Background Papers used to prepare Report:**

**Legislation & National Policy**

United National Convention on the rights of the Child (UNCRC)  
 Annexe B of the Wellbeing of future Generations Act 2015  
 The National Rights Based Approach - 'The Right Way' is a publication from the Children's Commissioner for Wales' Office.  
 The National Participation Standards  
 The Children and Families (Wales) Measure 2010  
*Social Services & Well-being Act:*  
 Children's Act 2004

**Appendix 1 – Proposed Guidance to supplement the pledge.**

## **A Pledge for all Children & Young People in Powys**

### *The Guidance*

This guidance is intended to help staff think about the most important needs of children and young people when planning, reviewing and delivering services. These pledges are not new or obscure ideas, but an ideology to be ingrained in working practises.

In the development of Powys becoming a children's rights respecting authority, it is important to understand the most important needs to the children and young people of the county. Through consultation with children and young people and staff from across Powys County Council, Powys Teaching Health Board and the third sector, and information gathered through events such as the primary and secondary 'Have Your Say Days'. The pledge was developed, to help us understand what we must do to meet the most important needs for our youngest and some of the most vulnerable residents.

For Powys to retain its best children and young people and its brightest children and young people, it must first understand their most important needs.

#### **IT IS MY RIGHT TO ACCESS WHAT'S BEST FOR ME**

*We pledge to think about, and wherever possible act on your unique views, and situation to ensure that you get the best possible services and help.*

- This is the underpinning pledge, everything we do from planning, delivering and reviewing services which might affect children & Young People should involve their views, as laid down in the Children' & Families Measure (Wales) 2010.
- "In all actions concerning children, whether undertaken in public, private social welfare institutions, course of laws, administrative authorities or legislative authorities the best interests of the child shall be a primary consideration" (Office of the High Commissioner of Human Rights, n.d.)

#### **IT IS MY RIGHT TO BE INFORMED**

*We pledge to provide access information that is easy to understand*

- In the course of their transition to adulthood, young people have to make certain decisions that will have a significant impact on their lives. Therefore, having equal access to quality and free information is a prerequisite for them to make use of their rights, to make responsible decisions and to participate in society in its social, economic and political dimensions. (eryica, n.d.)
- When consulting children & Young People they should be given enough information to make an informed decision, the decision should be 'based on an understanding of the facts of the situation'. (Oxford University Press, n.d.)
- Information must be up-to-date, accurate, relevant, free, non-judgemental, reliable, unbiased, free from commercial, religious and political influence, giving an overview of the options and possibilities.

#### **IT IS MY RIGHT TO HAVE MY PRIVACY RESPECTED**

*We pledge not to ask for information that isn't directly relevant. We will put policies in place to protect your information.*

- Children & Young People have a right to privacy (article 16). They are protected from attacks against their way of life, their good name, their families and their homes.
- This means when children and young people provide sensitive information this should be kept protected and not shared with anyone, including family, unless the relevant and necessary information has to be for their protection or the protection of others.

### **IT IS MY RIGHT TO BE HEARD**

*We pledge to give you opportunities where your voice can be heard, and your views are taken seriously.*

- Under the Children & Families Measure 2010, 'A Local Authority must make such arrangements as it considers suitable to promote and Facilitate Participation by Children in decisions of the authority which might affect them'.
- This means when we plan, delivery and reviews services we should take into account the views of Children and Young People and how it will impact on them.
- To be done seriously engagement must be meaningful with output 'given due weight in accordance with age and maturity of the child' (Office of the High Commissioner of Human Rights, n.d.)

### **IT IS MY RIGHT TO LEISURE AND PLAY**

*We pledge to provide safe and clean environments, so that children of all ages are healthy and able to play.*

- All Children and Young People have the right 'to rest and leisure, to engage in play and recreational activities appropriate to the age of the child' (Office of the High Commissioner of Human Rights, n.d.)
- Children & Young People should be able to access free play wherever they are in Powys, we should ensure that these areas are appropriate and safe by reporting concerns and do our bit to protect our environment.

### **IT IS MY RIGHT TO BE HAPPY AND HEALTHY**

*We pledge to offer you the support for you to lead a physically and mentally healthy life.*

- All Children & Young People should have the 'enjoyment of the highest attainable standard of Health and to facilities for the treatment of illness and rehabilitation of health' (Office of the High Commissioner of Human Rights, n.d.).
- We should all ensure that what we do will not impact on child health, now or in the future and that we should provide children and young people with the tools at every opportunity to develop resilience to physical and mental ill-health.

### **IT IS MY RIGHT TO EQUALITY OF OPPORTUNITY**

*We pledge to treat you fairly, regardless of your situation, and ensure you feel you belong.*

- Everyone has a responsibility to stamp out discrimination of all-kinds to allow all children and young people to have the same opportunities in life as everyone else –

no-one should be disadvantaged because of poverty, religion, ethnicity, beliefs, etc.

### **IT IS MY RIGHT TO BE SAFE**

*We pledge to do everything we can to make sure you feel safe and protected from harm.*

- When planning, reviewing and delivering services we should make sure that these do not adversely affect young people in the short and long-term to ensure they can live a safe life free from harm from themselves and others.
- Everyone has a duty to report their concerns, from dangerous occurrences such as unsafe paths, to reporting safeguarding concerns.

### **IT IS MY RIGHT TO LEARN**

*We pledge to provide the resources and support for you to do the best you can.*

- All Children & Young People have the right to education, that meets the required standard, which is free from harm and bullying – we should all ensure that this can be achieved.
- Everyone also have a responsibility to teach children and young people the skills they need to thrive in life, whatever our encounter we should use it to impart relevant and useful knowledge to the next generation.

For Further help and guidance please refer to Powys County Council's Children's Commissioning Team:

01597 82 6063

[joanna.harris@powys.gov.uk](mailto:joanna.harris@powys.gov.uk)

The team are happy to organise any training on Children's Rights and Participation, from general awareness raising to specialist up-skilling sessions.

The team can also help organisations understand their obligation to children and young people and help organise appropriate consultation and engagement methodology.

## CYNGOR SIR POWYS COUNTY COUNCIL

## CABINET EXECUTIVE

9<sup>th</sup> July 2019

**REPORT AUTHOR:** County Councillor Rachel Powell  
Portfolio Holder for Children's Services

**SUBJECT:** Fostering Service Improvement

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**REPORT FOR:** Information

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## 1. Summary

- 1.1 The measures summarised in this report are intended to aid recruitment of foster carers and Supported Lodgings hosts in order that a greater number of Powys children looked after can be placed within Local Authority foster placements and Supported Lodgings arrangements, which are the most cost effective ways of providing high quality placements for these children. This supports the United Nations Convention on the Rights of the Child (UNCRC) Article 21 in particular and is consistent with the overall Improvement Plan and the Closer to Home work plan.
- 1.2 The creation of additional in-house fostering and Supported Lodgings capacity will enable children who are placed geographically outside of Powys to return to their home authority, and also will enable us to reduce our reliance on external providers whose costs are significantly greater than the cost of in-house provision.
- 1.3 The Fostering market is a very competitive environment, and we are competing against Independent Fostering Agencies (most of which are run for profit), and these agencies often offer higher financial reward to their foster carers than the Local Authority can. This report seeks to explain the measures being taken by the Powys Fostering Service which will enable Powys to compete more effectively with IFAs.

## 2. Proposal

- 2.1 At the time of writing, Powys has 41 children placed in Independent Fostering Agency placements. The cost of these vary but the average cost is £831 per week. 9 children are in IFA placements costing over £1000 per week. The total weekly spend on all IFA placements is £35,368. The average IFA cost is £831, and the cost if the child is placed with a Powys foster carer is £360 (a slightly rounded up figure). Thus the average savings for a child in an IFA

returning to a Powys foster carer is £471 per child per week, or £24,492 per child per year.

- 2.2 At the time of writing, Powys has 37 children placed in externally commissioned residential settings. The average weekly cost for these children is £3861.58. The most expensive residential placement that we commission is £5950 per week and we have two placements at that cost. The total weekly spend on residential placements is £142,878.30. The average residential cost is £3861, and the cost if the child is placed with a Powys foster carer is £360. Thus the average saving for a child in a residential unit returning to a Powys foster carer is £3501 per child per week or £182,052 per child per year.
- 2.3 Returning one child from a residential setting into a Powys foster placement will result in a saving of £182,052 per year.
- 2.4 Most of the children in IFA placements and some of the children in residential placements are placed there because we have insufficient Powys foster carers to provide all of the placements that we currently need.
- 2.5 Some children are placed in external residential placements for reasons that are linked to their care plan, as opposed to being for sufficiency reasons.
- 2.6 It is clear therefore that the improvement of processes that support the recruitment of foster carers and Supported Lodgings hosts is a critical issue, as this is the area where an effective service can increase capacity to better serve our looked after children and in so doing, result in cost avoidance for Children's Services.
- 2.7 Some children in IFA placements have been permanently matched to those foster carers, and these placements are intended to be their permanent placements until they reach adulthood. We are speaking to these carers in order to tell them about the service that Powys can provide to them if they were prepared to become Powys carers, rather than seeking to move those children into another placement in Powys. A foster carer can only be registered with one fostering agency at any one time. This could result in a significant cost reduction for those placements, as we will no longer have to pay the agency fee, which varies from approximately £450 to £800 per child per week.
- 2.8 Powys foster carers are paid £358.75 per week per child. When children return to a Powys carer from an IFA carer, the savings derive from the difference between the payment to the IFA, and the payment to the Powys foster carer. We wish to generate more enquiries from people who are interested in fostering, so that we can increase the number of children who can be looked after in Powys,

close to their family, friends and schools, where that is consistent with their needs and wishes.

- 2.9 In order to generate more fostering enquiries, the Powys Fostering website which provides information to prospective foster carers is now being managed within the Communications Team. The additional cost of this is £12,300pa which has now been factored into the budget. There will be Fostering and Supported Lodging recruitment activity operating in 6-8 week bursts, the first will culminate during Fostering Fortnight (13-26 May 2019). This activity will involve the use of Twitter and Facebook as well as the actual website itself. This will result in a marketing approach that is more attractive and functional, as well as wider reaching. There is a dedicated staff member who will take any and all calls resulting from this, and ensure that they are processed in a timely and effective way. This is a staff member who is already employed and there is no additional cost to this as the post is part of the staffing establishment.
- 2.10 Fostering Fortnight usually results in some media attention, and we will ensure that we have materials ready to put out that will inform and encourage people to consider fostering.
- 2.11 There is a Freephone number on the website for all fostering enquiries to be routed through to the service. This also has a Voicemail facility for out of hours calls.
- 2.12 The Fostering Service will initiate contact with people who have fostered for Powys in the past, and have done it well, to see if they would consider returning to foster for Powys.
- 2.13 The Fostering Service and Supported Lodgings marketing arrangements are also targeting employees of Powys and employees who may be about to leave Powys to see if they will consider a career in fostering or providing Supported Lodgings. The benefits and support that is available to carers will be clearly articulated to them.
- 2.14 For employees of Powys, the service aims to secure an additional annual leave allowance as part of the Local Authority's Corporate Parenting responsibilities, (5 days per annum pro rata) in order to better manage their fostering responsibilities. Where any staff recruited are 'frontline' staff, who would need to be replaced during any period of absence, Children's Services would like any additional costs arising from this to be absorbed by the Council as part of its Corporate Parenting responsibilities. It is not anticipated that this will be a significant cost, there may be one or two members of staff who are interested in fostering and who are subsequently approved for whom this would be an issue. Therefore, the cost would be for the provision of cover for an additional 10 working days (for 2 staff). In

the event that staff interested in fostering were not 'frontline' staff, then it is hoped that the relevant department would absorb this cost as part of its Corporate Parenting responsibility.

- 2.15 The Fostering Service is developing a Fostering Capacity Policy. This formalises a process whereby payments can be made in order to increase the capacity of a foster carer to look after more children (to a maximum of 3, or more if a sibling group), by making alterations to the house, or assisting a house move. This has happened in an ad hoc way in Powys up to now, but a clear policy will enable the process and agreements in relation to such issues being clear and streamlined, with fast, responsive decision making. This policy is not yet drafted and there is at this stage no identified budget for this. At the point at which we have developed a clear policy position and have a proposal as to how this will be funded, we will return the matter to Members for their consideration.
- 2.16 There is a Regional Fostering Website that went live on 31 January, and this therefore provides another gateway for potential applicants and interested parties. There is no cost to the Local Authority for this.
- 2.17 The Fostering Service staff have an understanding that recruitment and retention are key service priorities, and clear arrangements are being made to ensure that all fostering enquiries receive an initial visit from a qualified Social Worker very quickly after they make their enquiry, and that if suitable, the assessment and checks commence immediately after that. All Supported Lodgings enquiries will be routed through to the Supported Lodgings assessing staff for a prompt response and visit.
- 2.18 The numbers of enquiries and the initial visits that have been done are the subject of weekly oversight by fostering managers in order to ensure that matters are being progressed in a timely way. Managers are also looking with a critical eye at the stages in the assessment and approval processes to ensure that these processes are as simple and effective as they can be.
- 2.19 We have discussed with Swansea Local Authority in relation to the steps they took to improve their service and some of their measures are applicable in a Powys context and are being implemented here. These relate to changes in processes and systems, and there is no additional cost to these as they relate to existing staff doing some things differently.
- 2.20 Some re-organisation of responsibilities has happened in the Fostering team in order to ensure that initial visits are happening in a timely way, and standards are being set in terms of timescales for key tasks in the way in which Fostering applications are managed and allocated.

- 2.21 Welsh Government are implementing new Fostering Regulations at the end of April 2019. Managers are looking at the new regulations and ensuring that the service is compliant with these and making alterations where appropriate and required.
- 2.22 The national intent is that there will be a central national website and materials for Fostering recruitment for every Local Authority in Wales. This has been the subject of extensive market research and consideration, and is being managed by a professional agency. When this goes live (no date currently) the national website will link to each individual Local Authority, so that the contact and assessment happens locally. This national website is commissioned and funded by Welsh Government, and it is not anticipated that there will be any cost to individual Local Authorities.
- 2.23 In addition to this, the national intent is that there will be a harmonisation of fees paid to foster carers, across all Local Authorities. At the present time, the speed with which this will happen is not clear, though it is clearly a complex task with a great deal of sensitivity attached to it. This is being taken forward by a working group of fostering professionals nationally. It is possible that there will be an additional cost pressure arising from this, however, the view in the Powys Fostering Service is that this is unlikely. This is due to the fact that the current foster carer pay structure in Powys compares favourably to other Welsh Local Authorities, and the payments structure information has been sought from all Welsh Local Authorities in order for the harmonisation issue to be considered fully. In the event that this does result in an additional financial pressure in Powys, then this issue will be returned to Members for their consideration.
- 2.24 There had been a proposal put before Foster Carers some months ago in relation to an alteration of the fee structure for Powys carers. This was unpopular and had generated a great deal of concern among carers. This proposal has now been wholly withdrawn, and foster carers have been informed about this in a recent newsletter as well as in support groups and informal discussions with staff.
- 2.25 There has been considerable effort on the part of managers in recent months to ensure that foster carers feel listened to and their concerns are understood. Generally speaking, this has been well received by foster carers, and whilst progress has been slow in some instances, there is a general shift in a positive direction.
- 2.26 The Training offer for carers is being updated, and foster carers are being informed about what is available and when. The restructure has now resulted in there being two Team Managers in the Fostering Service, and this enables a division of over-arching broader responsibilities, one of which is training for Foster Carers. Every

Fostering Agency has a responsibility to train their foster carers, and the responsibility for organising the training for carers will be a responsibility given to one of the new Team Managers. In addition, our regional partners and ourselves will be co-ordinating this training within each Local Authority area, and for some Powys applicant carers, this could avoid the need for them having to travel some distance for this training. In relation to on-going mandatory training for foster carers, we hope to enable foster carers to attend the same training events as Social Workers and train alongside Social Workers where the training is relevant to the fostering task. It is not anticipated that this will give rise to any additional cost to the service overall.

2.27 Practice standards for the fostering team are being agreed and these represent improvement in the support provided to our foster carers and will ensure consistency of support across the fostering population. These set out expectations for all elements of practice from minimum response times to enquiries by prospective foster carers, to requirements for a carer's annual review. These will not give rise to additional cost, they relate to using existing resources in a slightly different way and providing clarity for Social Workers about the expectations of the service in relation to the Supervising Social Work function.

2.28 At the time of writing, we have 9 prospective fostering households in assessment and this is the best position that the service has been in for some time and we believe that this is attributable to the new arrangements, described here, that we have recently put in place.

2.29 It should be noted that at the present time, we have 19 'Schedule 3 carers'. These are people who in Powys have been fully approved as foster carers, but who only provide respite and support for one full time foster carer (who is connected to them in some way, usually a family member). In other Local Authorities, these 'support carers' are not approved as foster carers, and that is not a requirement in the fostering regulations. In Powys, the practice has been that they are fully approved. This means that they have a full fostering assessment, and have an allocated worker and all of the other supports and resource costs that go with being a full foster carer. We have now stopped doing this, as it is not a good use of our resources, and we are writing to each of the Schedule 3 carers to ask them if they want to foster children who are unconnected to the child(ren) placed with their associated foster carer, or whether they want to resign as foster carers. If they chose to resign as foster carers, they can continue to provide the support to their connected foster carer in the way that they always have. For this reason, it may be that some fostering resignations will come to Fostering Panel in the coming months. Equally, it may be that some of these carers can be 'converted' to mainstream foster carers who can take full time placements, which will require reassessment and attendance at

Panel.

- 2.30 Two new permanent Fostering Team Managers have now successfully been appointed within the Children's Services restructuring process, Matthew Brown and Melanie Brindle and they will be able to provide additional management capacity to drive the service forward.
- 2.31 In respect of Supported Lodgings (which are also being recruited for using the marketing arrangements outlined above), this is a provision for young people aged 16 and over. A Supported Lodgings host provides a room and meals in their own home for a young person, and these can be care leavers, or young people who have presented as being homeless and may then become looked after as a result. This is an area that is underdeveloped in Powys, and it is a very flexible and economical form of supported accommodation for young people. Hosts are assessed and supported by Powys staff, and the young person living with the host will generally have an allocated Social Worker and /or Leaving Care Personal Advisor. Supported Lodgings are not governed by any regulatory framework and this is a useful and flexible form of accommodation that we need to increase the supply and use of in Powys. An increase in the number of Supported Lodgings providers can result in savings when a looked after young person moves into a host family from a fostering placement.

### **3. Options Considered / Available**

- 3.1 The changes that are outlined above have been and will be put into place in order to improve the recruitment of foster carers and Supported Lodgings hosts. These measures have no cost attached to them.
- 3.2 At the time of writing, we have 9 prospective fostering households in the Assessment process, and we are seeing an increase in the number of enquiries since the marketing has been done by the central Powys Communications Team. Later in the year we will be able to report on enquiry and application numbers and conversion rates to fully approved carers.
- 3.3 The fostering service aims to actively create savings by increasing the number of fostering and Supported Lodgings households in Powys, and it is believed that the adoption of the measures outlined here will enable the fostering service to make significant savings over the course of the next year.
- 3.4 In considering these measures, we have spoken to Swansea Fostering Service who achieved a notable improvement in their service, and significantly reduced the costs associated with providing

care for children. We have also drawn on the experience of staff currently working in Children's Services who have worked in the independent fostering service sector in order to address some of the process and system issues that have militated against the successful recruitment of foster carers in Powys.

- 3.5 Successfully increasing the number of Powys foster carers and Supported Lodgings hosts will bring benefits to the children themselves, of living closer to home, closer to school and closer to friends.

#### **4. Preferred Choice and Reasons**

- 4.1 It is recognised that financial remuneration is not the only thing that carers take into consideration when choosing which agency to foster with. Other important considerations include the level of support they receive and feeling valued by the organisation. These measures will send a clear message to foster carers and prospective foster carers that they are valued members of the Powys Children's Services team.

#### **5. Impact Assessment**

- 5.1 Is an impact assessment required? No
- 5.2 If yes is it attached? No

#### **6. Corporate Improvement Plan**

- 6.1 The proposals outlined here will result in savings to the Local Authority by ensuring that Powys children can live with Powys foster carers who provide a good quality of care at a reasonable cost. In addition, these proposals increase the prospect of Powys children being able to live in Powys, closer to their families and their friends and reducing the likelihood of a school move. This is entirely consistent with the Corporate Improvement Plan and the Children's Services Improvement Plan.

#### **7. Local Member(s)**

- 7.1 The Children Looked After population and the foster carer and Supported Lodging host population are drawn from all wards within the Local Authority. No single ward is affected any more than any other, and no ward is affected in a different way from the other wards.

**8. Other Front Line Services**

Does the recommendation impact on other services run by the Council or on behalf of the Council?      No

If so please provide their comments

**9. Communications**

Have Communications seen a copy of this report?      Yes

Communications have seen report and will support the campaign to recruit more foster carers.

Messages here are consistent with the campaign messages that fostering children closer to home is positive and that there is a need for foster carers of all types

**10. Support Services (Legal, Finance, Corporate Property, HR, ICT, Business Services)**

10.1 **Legal** – Legal Services support the report and the improvement plan, to assist children within our area

10.2 **Finance** – The Finance Manager notes the content of the report which is in line with the Improvement Plan and the Closer to Home work plan. If a placement for a child is changed and returned to a Powys Foster Carer there would be an average cost benefit of

- Independent Foster Agency (IFA) - £471 per child per week or £24,492 per child per year
- Residential placement - £3501 per child per week or £182,052 per child per year.

Following the Childrens recent restructure two permanent Fostering Team Managers have been successfully appointed, which will provide additional management capacity to drive the service forward. An additional cost of £12.300pa is being funded on a fixed term basis from the Social Workforce and Sustainability Welsh Government grant in 2019/20 to the Communications Team to manage the Powys Fostering website. On going, if required, will need to be funded from any efficiencies realised.

Further reports need to be brought to cabinet for decision and funding allocated within the existing financial envelope for

- An additional annual leave allowance as part of the Local Authority's Corporate Parenting responsibilities for employees of Powys who are

also Foster Carers

Developing a Fostering Capacity Policy, this formalises a process whereby payments can be made in order to increase the capacity of a foster carer to look after more children.

Service response: This proposal will be one way which can increase our corporate responsibility for our looked after children, The proposal is for the service in which the carer works to cover any cost incurred if the carer's work needs to be covered at additional cost for any the 5 days additional leave. Most leave will not need to be covered. It is likely only a small number of staff will become approved foster carers and yet fewer who would need the 5 days of foster carer leave to be covered at a financial cost. There are currently no foster carer / employees in this category.

10.3 **Corporate Property** (if appropriate) – none received

10.4 **HR** (if appropriate) – none received.

10.5 **ICT** (if appropriate) - I have read through the report and there are no implications for ICT and we support the proposal.

11. **Scrutiny**

Has this report been scrutinised? No

Due to the recommendations Health and Social Care Scrutiny Committee not required. Report has been considered by Senior Leadership Team.

12. **Data Protection**

If the proposal involves the processing of personal data then the Data Protection Officer must be consulted and their comments set out below.

Any and all fostering activity involves the processing of personal data both at the present time and if these proposals are accepted.

13. **Statutory Officers**

The Head of Finance (Section 151 Officer) notes the comments of the Finance Manager.

The Solicitor to the Council (Monitoring Officer ) commented as follows :  
“ I note the legal comments and have nothing to add to the report.”

**14. Members' Interests**

The Monitoring Officer is not aware of any specific interests that may arise in relation to this report. If Members have an interest they should declare it at the start of the meeting and complete the relevant notification form.

<b>Recommendation:</b>	<b>Reason for Recommendation:</b>
<p><b>Members are invited to:</b></p> <ol style="list-style-type: none"> <li><b>1. Note the content of the report</b></li> <li><b>2. Support the intention to increase the number and quality of Powys Foster Carers.</b></li> <li><b>3. Support the intention to strengthen the Corporate Parenting responsibility across the council through mechanisms as described within the body of the report.</b></li> <li><b>4. Approve the allocation of 5 days foster care leave per annum for Powys County Council Staff who are approved foster carers.</b></li> </ol>	<p><b>It is vital that the Council recognises the value of foster carers to the local authority, both in terms of the care they provide to some of our most vulnerable citizens and in terms of the financial implications to the authority where there are insufficient Powys foster carers.</b></p> <p><b>Provide recognition and tangible support to foster carers employed by the local authority for the important and indispensable role and range of tasks they undertake.</b></p>

<b>Relevant Policy (ies):</b>	
<b>Within Policy:</b>	<b>Y</b>
<b>Within Budget:</b>	<b>N</b>

<b>Relevant Local Member(s):</b>	
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<b>Person(s) To Implement Decision:</b>	
<b>Date By When Decision To Be Implemented:</b>	

<b>Is a review of the impact of the decision required?</b>	<b>Y</b>
<b>If yes, date of review</b>	<b>August 2020</b>
<b>Person responsible for the review</b>	<b>Jan Coles</b>
<b>Date review to be presented to Portfolio Holder/ Cabinet for information or further action</b>	

<b>Contact Officer:</b>	Jan Coles
<b>Tel:</b>	01597 826393
<b>Email:</b>	jan.coles@powys.gov.uk

**Background Papers used to prepare Report:**

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CYNGOR SIR POWYS COUNTY COUNCIL  
CABINET EXECUTIVE

9<sup>th</sup> July 2019

REPORT AUTHOR: County Councillor Aled Davies

Portfolio Holder for Finance

SUBJECT: Efficiency Savings Report for the Year Ended 31<sup>st</sup> March  
2019

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REPORT FOR: Information

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1. **Summary**

1.1 The 2018/19 budget required efficiency savings of £12.296m. The total savings delivered in 2018/19 were £6.536m, or 53% of the total required. This report provides further details on the unachieved savings and outlines the actions that will be taken to achieve these in financial year 2019/20.

1.2 Unless specifically stated all unachieved savings will be rolled forward and will need to be achieved in financial 2019/20. Delivery will be monitored and included in the routine budget monitoring reports.

2. **Efficiency Savings Summary**

2.1 The table below shows the breakdown of savings delivery by service area:

Directorate/ Service	Total To Be Achieved 18/19	Actually Achieved 18/19	Remainder	% Achieved 18/19
Adult & Commissioning	1,432	1,469	(37)	103%
Children Services	2,298	-	2,298	-
<b>Sub Total: Social Services</b>	<b>3,730</b>	<b>1,469</b>	<b>2,261</b>	<b>39%</b>
Regeneration	100	100	-	100%
Property Planning and Public Protection	303	228	76	75%
Housing General Fund	86	86	-	100%
Highways, Transport & Recycling	2,194	1,203	991	55%
<b>Sub Total: Environment</b>	<b>2,683</b>	<b>1,617</b>	<b>1,066</b>	<b>60%</b>
Schools Service	1,583	1,270	313	80%
Leisure & Recreation	709	709	-	100%
<b>Sub Total: Schools &amp; Leisure</b>	<b>2,292</b>	<b>1,979</b>	<b>313</b>	<b>86%</b>
Business Services	715	715	-	100%
Information Services	354	354	-	100%
Legal Services	61	61	-	100%
Financial Services	303	303	-	100%
Workforce, OD and Comms	157	-	157	-
<b>Sub Total: Resources</b>	<b>1,590</b>	<b>1,434</b>	<b>157</b>	<b>90%</b>
<b>Central Activities</b>	<b>2,001</b>	<b>38</b>	<b>1,963</b>	<b>2%</b>
<b>Total</b>	<b>12,296</b>	<b>6,536</b>	<b>5,760</b>	<b>53%</b>

- 2.2 The unachieved savings in the Childrens service of £2.298m, the Income and Cost improvement target of £1.72m (included in the Central Activities savings targets) have been written out of the baseline as part of the budget setting process for 2019/20. The Children services savings were proposed several years ago, and it had become clear that they could not be delivered. The £1.72m was a target held corporately, service plans included the raising of additional income and reductions in third party spend and this additional target could not be achieved in addition to those already delivered.
- 2.3 The remaining £243k held against Central activities has been resolved by adjusting budgets as part of the 2019/20 budget preparation where opportunities were identified to adjust budget headings.
- 2.4 The remaining unachieved efficiencies of £1.499m still need to be delivered and are therefore rolled forward into 2019/20.
- 2.5 Heads of service have been challenged on the savings that remain and have provided the following information:-

### **3. Property, Planning and Public Protection - £76k**

- 3.1 This area included £132k of savings to be achieved in 2018/19 in relation to the profit to be achieved from the joint venture company, Heart of Wales Property Services (HOWPS). A profit of £56k was achieved in 2018-19, reducing the unachieved saving to £76k which is forecasted to be achieved during 2019/20.

### **4. Highways, Transport & Recycling - £991k**

#### **4.1 Blue Badges & Parking Charges: £150k**

The process for implementation of new charges is now completed. The full saving will be achieved by the end of financial year 19/20.

#### **4.2 Roadmaster - Generation of Income: £35k**

The purchase of the two Roadmaster jet-patchers has driven operational changes resulting in an internal efficiency saving of £200k. Additionally, it was expected that the purchase of the machines would allow the Council to sell this service and generate additional income. Of the £50k targeted income, around £15k has been achieved to date leaving a further £35k to generate. The emphasis for 18/19 was to achieve the operational change and the associated considerable saving. Recent effort to sell this service has quickly born interest from Trunk Road Agency and NRW, which gives confidence that the income will be realised in 19/20.

#### **4.3 Cwrt-y-Plyffin Tankering: £10k**

This saving is dependent on planning permission being granted to install a system to remove contaminants from the run-off at this ex-landfill site. Currently, waste water has to be removed in tankers. Delays in planning process for the infrastructure changes required has resulted in this saving not being achieved in year. Planning consent is expected to be granted by September 2020, which will then achieve the saving.

#### **4.4 Resources Waste & Recycling: £114k**

Delays in the improvements to vehicle maintenance (now in place), and lower than anticipated savings being realised from the review of collection rounds has meant that the full saving target was not achieved in financial year 18/19. For 19/20 there will be changes to the staff structure, changes to servicing of 'Bring Sites', and reduction in resources on rounds which will fulfil the savings brought forward.

#### **4.5 Implement Fleet Review: £150k**

This has now been introduced, so the full year effect in 19/20 will produce the intended savings.

#### **4.6 Review sickness absence: £150k**

The sickness absence review is ongoing. The review has seen some success, and sickness has recently reduced by approximately 10% compared to the previous year. Working within the Council's policy, it does take considerable time and

resource to deal with the individual cases where attendance does not improve, but many of these are now at the stage of positively impacting on the targeted reduction. There is a confidence that the £150k cost reduction will be achieved this financial year; realised through establishment reduction.

4.7 Procurement 3rd Party Spend: £70k

Some small and shorter term savings have been made, but there has been difficulty in identifying real and sustainable reductions. The saving will be delivered by other means in 19/20.

4.8 A total of £312k remains unallocated and will be carried forward and included in the target for 19/20. The service is currently working to produce plans by the end of July, for delivering this remaining unallocated amount.

5. Schools Service - £313k

5.1 Additional Income: £6k

Ongoing discussions with service manager regarding options to be continued in 2019-20.

5.2 Raise age of admission to one point of entry: £187k

The outstanding £187k is already achieved for 19-20.

5.3 Small School Closures: £120k

Schools service need to identify an alternative for this as no further savings will be made.

6. Workforce, OD & Comms - £157k

6.1 This saving will be achieved, in full, in financial year 19/20 through the removal of a number of posts that are currently vacant from the structure.

7. Options Considered/ Available

7.1 N/A

8. Preferred Choice and Reasons

8.1 N/A

9. Impact Assessment

9.1 Is an impact assessment required? Yes/No

10. Corporate Improvement Plan

10.1 N/A

**11. Local Member(s)**

11.1 This report relates to all service areas across the whole County.

**12. Other Front Line Services**

12.1 This report relates to all service areas across the whole County.

**13. Communications**

**14. Support Services (Legal, Finance, HR, ICT, BPU)**

14.1 The Deputy Head of Finance comments: Finance will continue to work closely with each of the service areas to monitor, challenge and support the timely delivery of outstanding savings.

**15. Scrutiny**

15.1 Has this report been scrutinised? The report will be considered by the Finance Panel on the 3<sup>rd</sup> July 2019.

**16. Statutory Officers**

16.1 The Head of Finance (Section 151 Officer) comments: The budget plan for financial year 2019/20 is dependent on the achievement of savings to maintain a balanced budget. Over the last few years' delivery of savings remains consistently below 80% with corrective actions taken in year to mitigate this impact. Regular reporting and challenge around non-delivery is essential to ensure that appropriate action is taken to deliver within the approved budget. This report is the first of regular reports to monitor, scrutinise and challenge the delivery of savings across the Council.

16.2 The Monitoring Officer has no specific concerns with this report.

**17. Members' Interests**

17.1 The Monitoring Officer is not aware of any specific interests that may arise in relation to this report. If Members have an interest they should declare it at the start of the meeting and complete the relevant notification form.

Recommendation:	Reason for Recommendation:
a. The contents of this report are noted by Cabinet	To outline the end of year financial position regarding savings delivery

for 2018/19; and to provide assurance that action is being taken to address the shortfall in the 2019/20 budget.

<b>Relevant Policy (ies):</b>		<b>Financial Regulations</b>	
<b>Within Policy:</b>	Yes	<b>Within Budget:</b>	Y
<b>Relevant Local Member(s):</b>			
<b>Person(s) To Implement Decision:</b>		Jane Thomas	
<b>Date By When Decision To Be Implemented:</b>			
<b>Contact Officer Name</b>	<b>Tel</b>	<b>Fax</b>	<b>E mail</b>
Jane Thomas	01597-826341	01597-826290	jane.thomas@powys.gov.uk

## CYNGOR SIR POWYS COUNTY COUNCIL.

## CABINET EXECUTIVE

9<sup>th</sup> July 2019

**REPORT AUTHOR:** County Councillor James Evans  
Portfolio Holder for Corporate Governance, Housing and  
Public Protection

**SUBJECT:** Annual Information Governance (IG) report 2018-2019

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**REPORT FOR:** Information

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## 1. Background

- 1.1 Powys County Council has in place an Information Management Assurance Governance (IMAG) plan to initiate, develop, and monitor policies and practices in relation to information security, information management, and information risk, to ensure compliance with relevant information legislation and standards.
- 1.2 In addition a separate General Data Protection Regulation (GDPR) plan was utilised to prepare for the implementation of new legislation and to identify and manage preparatory activity.
- 1.3 This report is to brief the Senior Information Risk Owner (SIRO) and the Corporate Information Governance Group (CIGG) on the IG practices implemented and the standards of IG compliance achieved for the financial year 2018/19.
- 1.4 The report is supported by the following appendices
  - Appendix 1 – ICO Enforcement Training
  - Appendix 2 – Information security incident breakdown
  - Appendix 3 - Information requests due each quarter by service area
  - Appendix 4 - Information Compliance team structure.

## 2. Proposal

- 2.1 For Cabinet to note the content of the annual IG report

## 3. Information Management Assurance and Governance (IMAG) Plan

- 3.1 The current IMAG plan was agreed in March 2017, to cover 2017 – 2019, and included high level actions required for compliance with GDPR upon its implementation in May 2018.
- 3.2 Regular quarterly CIGG meetings have taken place through the year where the activity undertaken has been considered, and challenged,

where timescales were not met. The March 2018 meeting concentrated solely on GDPR preparation.

- 3.3 Early in the financial year the majority of work being undertaken was for the preparation of GDPR, which included policy revision, and Information Asset Audit work, resulting in Powys County Council putting in place Information Asset Registers, for the first time. The registers record the information held by the Council, the purpose, location and owners. Going forward these will provide the base for records of processing activities and information audits.
- 3.4 The Senior Information Risk Owner changed in April 2018 from the Strategic Director for Place to the Director for Resources, and again in February 2019 to the Head of Legal and Democratic Services, due to the departure of the previous post holders and a restructure of senior positions within Powys County Council.
- 3.5 A revised IMAG plan for 2019 – 2021 was agreed by CIGG in March 2019.
- 3.6 Additionally regular Corporate Information Governance Operational Group (CIOG) meetings have taken place, with revitalised membership, involving representatives of the Information Asset Owners, to discuss and monitor IG matters and measurements and to carry out the work activities as directed by the CIGG.

#### **4. ICO Enforcement Training**

- 4.1 In line with the ICO's enforcement order against Powys County Council in December 2012, staff with access to personal data undertake training in the basics of the Data Protection and also the organisation's information policies.
- 4.2 Monthly reports have been provided for Heads of Service to identify their staff who are non-compliant in order to take necessary action, ensuring compliance for their service area.
- 4.3 As at 2<sup>nd</sup> April 2019,
  - The number of staff with access to personal data is 2,188
  - The number of staff trained is 1,889
  - Powys County Council's compliance rate is 86.33%, with a self-imposed target of 98%.
- 4.4 In April 2018 the compliance rate was 84.18%.
  - 4.4.1 (For departmental breakdown see Appendix 1)
- 4.5 Current courses are to be replaced with Cyber Security and GDPR, which still meet the ICO enforcement order, but includes information on cyber security issues. Due to the speed at which cyber security issues

change and develop then the decision was made to change the refresh period to an annual refresh. This also meets the recommendations of the regulator.

- 4.6 The training compliance figures form part of the IG measurements provided to CIGG.

## 5. Information Security Incidents

- 5.1 Even prior to the changes of personal data breach notification to the ICO contained within the GDPR, the council had robust information personal data breach reporting and management processes in place, which continues to ensure swift containment action, informed identification of information risks and mitigation, and supports the regulatory reporting requirements.

- 5.2 The table below provides details of incidents and personal data breaches, and comparison data from last year.

	2017/2018	2018/2019
Numbers of reported incidents	127	176
Number of breaches of the Data Protection Act	13	71 *
Number of incidents reported to the ICO	3	25
Number of notifications to data subjects	NA	11
Number of complaints made to the ICO over personal data breaches	3	3
Number of DPA breaches occurring externally	12	52
Number of DPA breaches occurring internally	1	17
Number of DPA breaches involving sensitive personal data	5	22
Number of DPA breaches contained	10	56

\* using the definition of a personal data breach within GDPR. A personal data breach is a breach of security leading to the accidental or unlawful destruction, loss, alteration, unauthorised disclosure of, or access to, personal data transmitted, stored or otherwise processed in connection with the provision of a public electronic communications service

- 5.3 Increased reporting of information security incidents and personal data breaches can be attributed to awareness being raised of GDPR, changes to what constitutes a breach, and the new notification requirements and from media stories in relation to the amount of the new monetary penalties able to be used by the regulator.

- 5.4 Personal data breaches notified to the ICO include, misdirection of staff disciplinary information, disclosure of email addresses, disclosure of information to the press, misdirection of information through email or postal processes.
- 5.5 One outcome of such complaints, has been for Development Management to take the decision to no longer publish public representations to planning applications, on the council's web pages.
- 5.6 The ICO has chosen not to take any regulatory action in these cases, but has made a number of recommendations. Such as annual staff training, relevant information being provided to data subjects, revision of policies, reviewing processes, revision of staff contracts, use of delivery methods, and use of peer checking.
- 5.7 There has been an increase of individuals taking their complaints directly to the ICO. Those made related to disclosure without consent and disclosure of email addresses through planning process.
- 5.8 In all 3 cases of complaint the ICO found that the Council had breached data protection legislation, to varying extents.
- 5.9 The reporting and management of information security incidents continues to allow the Council to identify areas of vulnerability and information risk. It also allows it to develop and introduce policies, processes, and or training in order to reduce the likelihood of the vulnerability being exploited and causing a serious breach of the data protection legislation, or affecting the integrity and availability of important information assets.
- 5.10 A breakdown of service area & information security incidents types is provided at appendix 2.
- 5.10.1 Those service areas reporting the highest numbers of information security incidents are those processing greater volumes of personal and special category data.

## **6. Information requests & internal reviews**

- 6.1 There were 1,420 information requests, covering the Freedom of Information Act (FOI) 2000, Environmental Information Regulations (EIR) 2004, or the General Data Regulations Subject Access Request (SAR) information regimes, this is against 1,212 last year, an increase of nearly 15%
- 6.2 Compliance rates overall have decreased
- FOI 1,260 requests, with 76% compliance rate at year end; compliance down by 6%.
  - EIR 70 requests, with 78% compliance at year end; compliance down by 9%

- GDPR SARs 87 requests with 40% compliance at year end; compliance down by 40%
- 6.3 The overall decrease in compliance is due to several reasons;
- Ability of the service areas to respond to information requests tasked to them.
  - Recruitment of new Information Compliance Officers during the same period of time as the biggest changes to data protection legislation in nearly 20 years.
  - The need to train these staff in 3 complex legislation regimes, which continues.
  - Continual checking of draft responses and disclosures prepared by new staff by experienced officers
  - The loss of an experienced Information Compliance Manager, leaving a vacancy.
  - The additional roles of Data Protection Officers for Powys County Council and Powys Schools being delivered by the team
  - Changes to the response timescales of SARs under GDPR, from 40 days to 1 calendar month
  - Organisational activity, such as restructure and redundancies.
- 6.4 There have been 38 requests for a review of the Council's handling of FOI & EIR requests, 27 direct from the requestor 11 from the ICO. These numbers are an increase 10.5% against last year's complaint numbers.
- 6.4.1 Of those 38 requests for internal review,
- 29 were due to not being satisfied with the response or the exemption applied,
  - 9 because the response was late.
- 6.5 Of the 11 complaints referred to the ICO,
- 6 were due to the response being late. In all 6 cases the complaint was upheld
  - 5 were over the provision of information or application of an exemption. 2 cases are still under consideration, 1 complaint was upheld and in 2 cases the Council's original response stood.
- 6.6. Additionally another 3 complaints were made to the ICO over the Council's failure to respond accordingly to those wishing to exercise their rights under data protection legislation, particularly in relation to subject access requests. In all three cases the complaints were upheld.
- 6.7 Also GDPR introduced additional rights of the data subject, which have to be managed and reported upon. Necessary reporting and management processes have been put in place.
- 6.8 Involvement of the ICO into complaints has increased from 4 last year to 5.

- 6.9 The ICO has previously stated that a compliance rate of at least 90% is expected.
- 6.10 The Information Compliance team has developed reports for service area managers in relation to the information requests received, but the structure changes resulted in further revisions to be made to the reporting process, and so these reports ceased, until the revisions can take place.
- 6.11 A recent exercise was undertaken to determine Powys County Council's comparison against other local authorities in Wales, since there are no central records available. There were limited responses.
  - 6.11.1 On average 1,070 FOI requests are received by local authorities, with an average compliance rate of 85.53%. Powys County Council received 1,260 with a compliance rate of 76%
  - 6.11.2 Most other local authorities include the reporting of Environmental Information Regulations (EIR) requests within their FOI figures. Powys records these separately, and received another 70 EIR requests with a compliance rate of 78%

## **7 General Data Protection Regulations (GDPR)**

- 7.1 A separate detailed GDPR plan was developed to manage the implementation of GDPR, and those continual activities required for ongoing compliance have now been amalgamated into the IMAG.
- 7.2 Internal Audit considered the organisation's planning for GDPR implementation and provided a *reasonable* assurance marking, their follow up report indicated that *some significant process* had been made.
- 7.3 GDPR communications were delivered in via various mediums to suit a range of staff and their responsibilities towards personal data. Including to Schools, Members and also to Town and Community Councils and private companies under the Heart of Wales Business Solution provision.
- 7.4 A considerable amount of work was undertaken by service areas in identifying their information assets, with similar work being undertaken within ICT in mapping those technical measures in place to protect information. This work continues.
- 7.5 Monitoring organisational compliance with GDPR now falls under the remit of the Professional Lead Data Protection acting as the Council's mandatory designated Data Protection Officer.

7.6 The payment of data protection fees as required for both the Council and Members has been managed by the Information Compliance team.

## **8. Cyber Security**

8.1 A dedicated Cyber Security Officer has been appointed within ICT. Cyber Security planning comprises a number of proactive actions to improve the overall security position. The plan involves the shared ICT activity with Powys Teaching Health Board.

8.2 In December 2018 Powys County Council was awarded its Cyber Essentials certification.

8.2.1 Powys County Council is currently undergoing assessment for the Cyber Essentials Plus and IASME Gold Governance certifications.

8.3 Cyber Essentials is a Government-backed, industry-supported scheme to help organisations protect themselves against common online threats. The certification enables organisations to reassure customers, partners and other business that cyber security is taken seriously, with certificate listings presented on the Government's National Cyber Security Centre web pages.

8.4 The Information Assurance for Small to Medium-sized Enterprises (IASME) was designed as a security benchmark enabling organisations to assess the level of their information security maturity, against a set of nationally recognised standards.

8.5 Powys County Council continues to meet Public Service Network (PSN) standards in order to access government responses.

8.6 Additionally the implementation of a new email system allowed the council to make use of TLS (Transport Layer Security) enabling greater encrypted email communication, especially between other local authorities and statutory organisations in Wales.

## **9 Resources Available**

9.1 The Information Compliance team delivers the majority of the Council's information governance functions, including that of a designated Data Protection Officer, for the Council. In addition all information requests are handled, managed and responded to by the team. The team also provides the service of a designated DPO for Schools and other information governance advice under SLA.

9.2 An additional 4 Information Compliance Officers were recruited in the year, as well as the DPO for Schools. However this resulted in the loss of the Information Compliance Manager, which is still a vacant post, and is being covered by both the DPO and DPO for Schools

- 9.3 The recruitment of new, untrained staff at a time of the biggest change to data protection law in nearly 20 years, impacted upon the delivery of information governance practices and information requests. This impact continues to be felt as those staff continue to develop knowledge and skills in the delivery of 3 complex information legislation regimes, requiring that the more experienced officers perform checks of the work being undertaken.
- 9.4 Staff within the team undertake activities on a shared basis, which provides the resilience required in a small team to cover leave and other absences.
- 9.5 The Professional Lead Data Protection is now line managed by the Professional Lead – ICT, following the restructure and the departure of the Head of ICT.
- 9.6 Consideration continues to be given on the organisation’s comparison with other local authorities in terms of staffing, activity and compliance.
- 9.7 Appendix 4 contains details of the team structure.

## **10. Information Management Service**

- 10.1 The Information Management Service provides help and advice to all areas of the Council on information management issues including records management practices and procedures. The Service manages and stores in excess of 250,000 files of semi-current and non-current records, which are retained for a certain period of time for legal, financial, administrative or operational reasons.
- 10.2 During 2018/19 Information Management responded to 1,534 file requests by services across the council, 1,678 boxes of records were transferred to the Unit, at Unit 29 Ddole Road Enterprise Park, and 8,938 files were securely destroyed.
- 10.3 The Records Manager position has been vacant from September.
- 10.4 During the year the service faced a significant backlog of social care file destructions, and so to address this three temporary posts were created between November and March. At the end of the year the service still has a large backlog of file destructions and reviews, predominantly from Legal Services (8,000 files) and Social Care (9,000 files).
- 10.5 Due to office rationalisation the demand for file collection has been increasing which is impacting upon further limited resources.
- 10.6 In August 2018 Powys Teaching Health Board, (PTHB) began transferring patients’ records to Unit 29 to be stored and managed through a SLA. By the end of March 2019 around 28,000 patients’ files

have been transferred, generating around £8,760 for the service. PTHB continue to transfer files and the service has sufficient space in the store to continue taking records from them. In 2018/19 discussions began with the Trunk Road agency (NMWTRA) regarding the 8,000 files and plans held for them by Information Management. This is a historic arrangement with no charges made for storage.

- 10.7 Information Management and the Archives Service are delivered from one facility with one staffing structure. In 2018/19 the public searchroom attracted a significant increase in Archive users – both as individual researchers and group visits. A total of 3,736 visitors used the service during the year (increased from 2,246 in 2017/18). Staff responded to 820 written requests (682 in 2017/18). The Archive Service received over 100 new accessions and collections during the year. The total number of items in storage and being managed (Archives, Information Management and PTHB) is currently around 408,000.

## **11 Conclusion**

- 11.1 Powys County Council continues to progress and improve its information management, assurance and governance policies, procedures, and practices. The work undertaken towards compliance with GDPR and other information legislative regimes must continue, in order to reduce information risk, likelihood of regulatory action, and to support the Council's vision of being an open and enterprising Council.
- 11.2 Personal data is intrinsic to much of the Council's activities, and public trust and confidence in the organisation's ability to manage and use their information appropriately is essential.
- 11.3 Staff awareness of information governance and compliance matters continues to improve, with a resultant rise in enquiries, requests for complex advice, requests for secure storage of records, and the nature and types of information security incidents being reported.

## **12. Impact Assessment**

- 12.1 Is an impact assessment required? No
- 12.2 If yes is it attached? N/A

## **13. Corporate Improvement Plan**

- 13.1 N/A

## **14. Local Member(s)**

- 14.1 N/A

**15. Other Front Line Services**

15.1 Does the recommendation impact on other services run by the Council or on behalf of the Council? N/A

15.2 If so please provide their comments

**16. Communications**

16.1 Have Communications seen a copy of this report? No

16.2 Have they made a comment? If Yes insert here.

**17. Support Services (Legal, Finance, Corporate Property, HR, ICT, Business Services)**

17.1 Legal : The recommendations can be supported from a legal point of view.

17.2 Finance

17.3 Corporate Property (if appropriate)

17.4 HR (if appropriate)

17.5 ICT (if appropriate)

**18. Scrutiny**

18.1 Has this report been scrutinised? No

18.2 If Yes what version or date of report has been scrutinised?

Please insert the comments.

What changes have been made since the date of Scrutiny and explain why Scrutiny recommendations have been accepted or rejected?

**19. Data Protection**

If the proposal involves the processing of personal data then the Data Protection Officer must be consulted and their comments set out below.

N/A

**20. Statutory Officers**

20.1 The Solicitor to the Council (Monitoring Officer ) commented as follows :  
“ I note the legal comments and have nothing to add to the report.”

**21. Members' Interests**

The Monitoring Officer is not aware of any specific interests that may arise in relation to this report. If Members have an interest they should declare it at the start of the meeting and complete the relevant notification form.

<b>Recommendation:</b>	<b>Reason for Recommendation:</b>
<b>That Cabinet notes and approves the report.</b>	<b>The report reflects the Information Governance activities undertaken within the year.</b>

<b>Relevant Policy (ies):</b>			
<b>Within Policy:</b>	<b>Y / N</b>	<b>Within Budget:</b>	<b>Y / N</b>

<b>Relevant Local Member(s):</b>	<b>NA</b>
----------------------------------	-----------

<b>Person(s) To Implement Decision:</b>	<b>NA</b>
<b>Date By When Decision To Be Implemented:</b>	<b>NA</b>

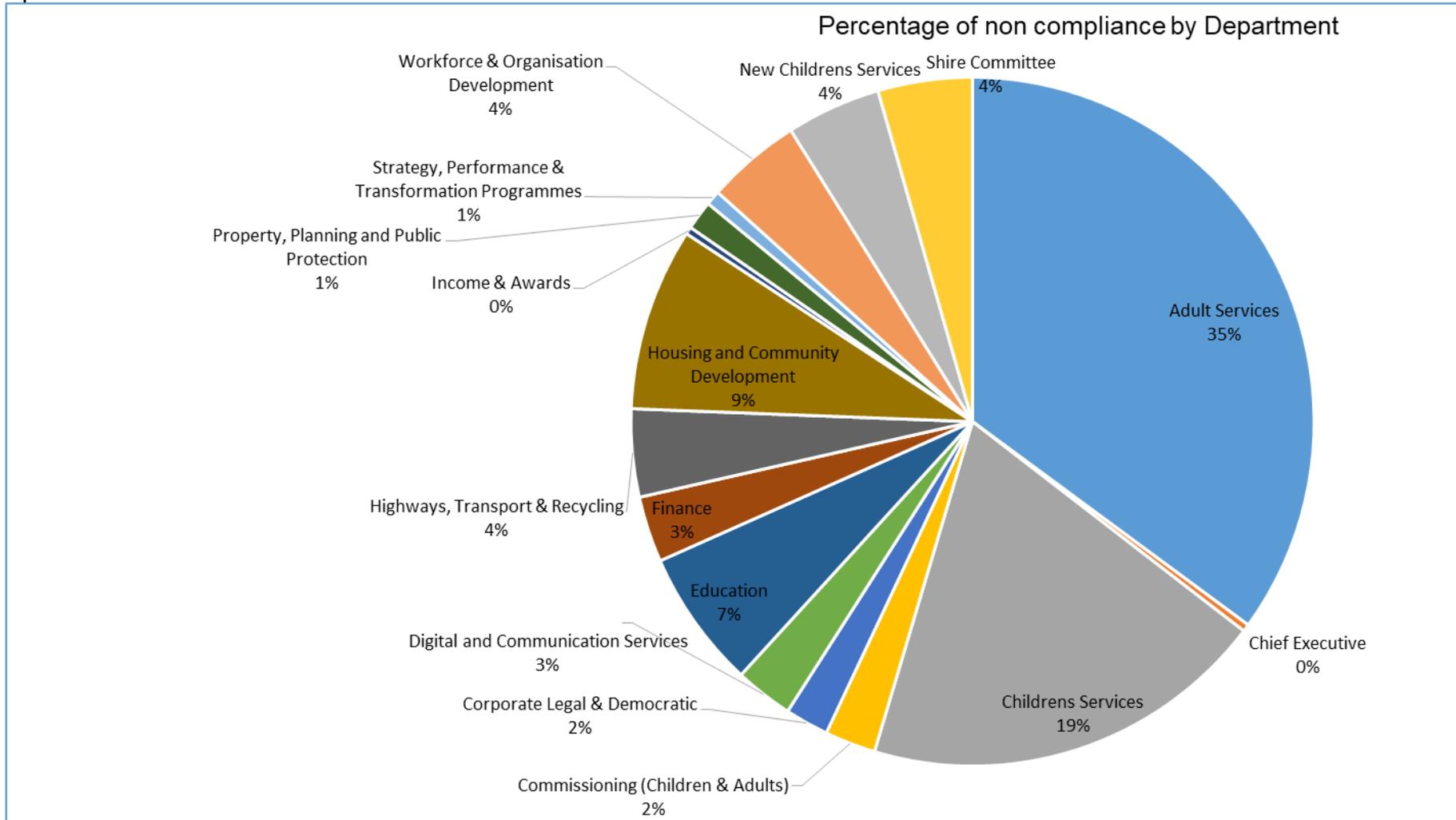
<b>Is a review of the impact of the decision required?</b>	<b>N</b>
<b>If yes, date of review</b>	
<b>Person responsible for the review</b>	
<b>Date review to be presented to Portfolio Holder/ Cabinet for information or further action</b>	

<b>Contact Officer:</b>	Helen Dolman Professional Lead Data Protection
<b>Tel:</b>	01597 826400
<b>Email:</b>	helen.dolman@powys.gov.uk

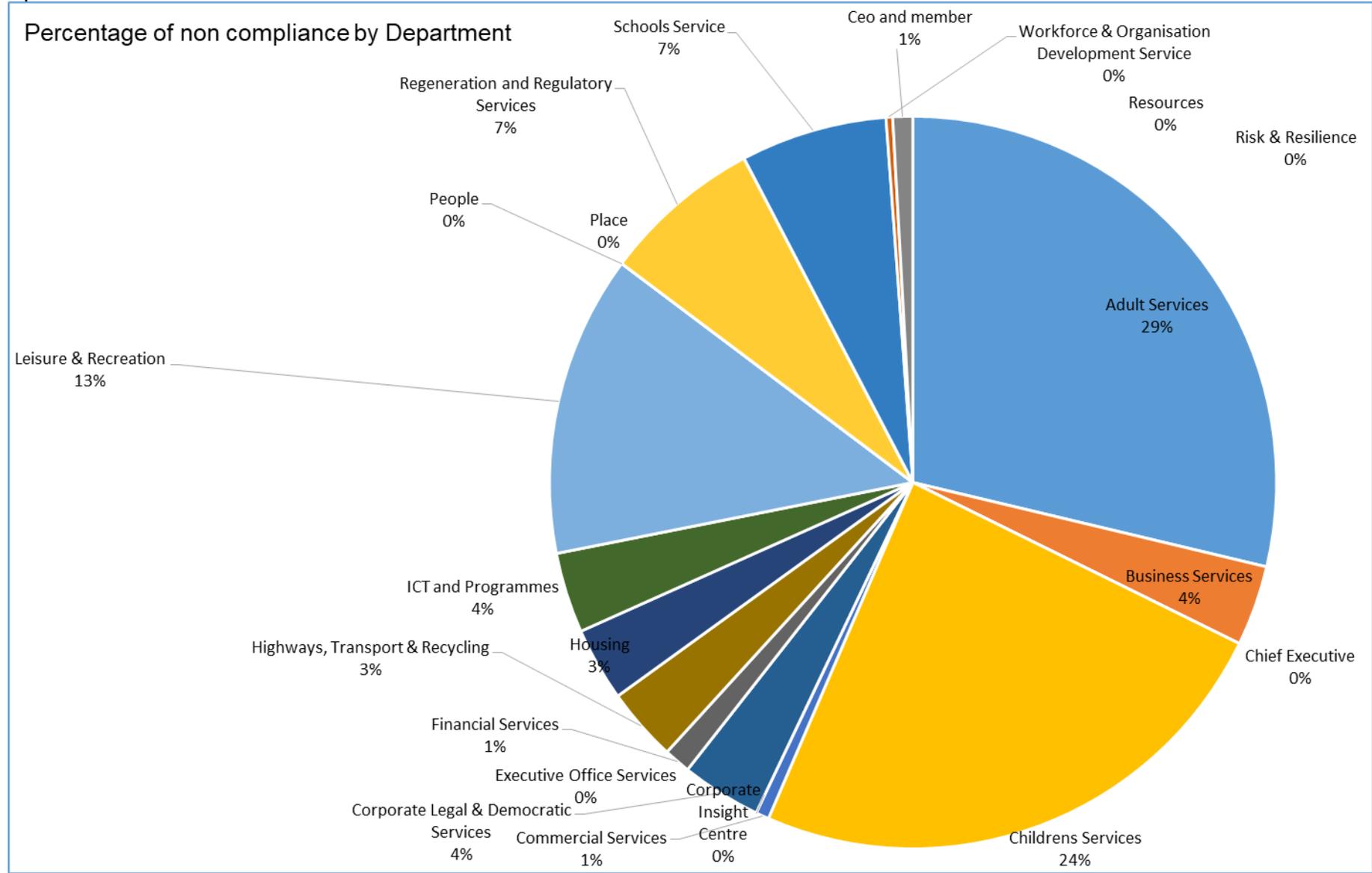
**Background Papers used to prepare Report:**

ICO enforcement training

April 2019



April 2018



**Information security incident breakdown**

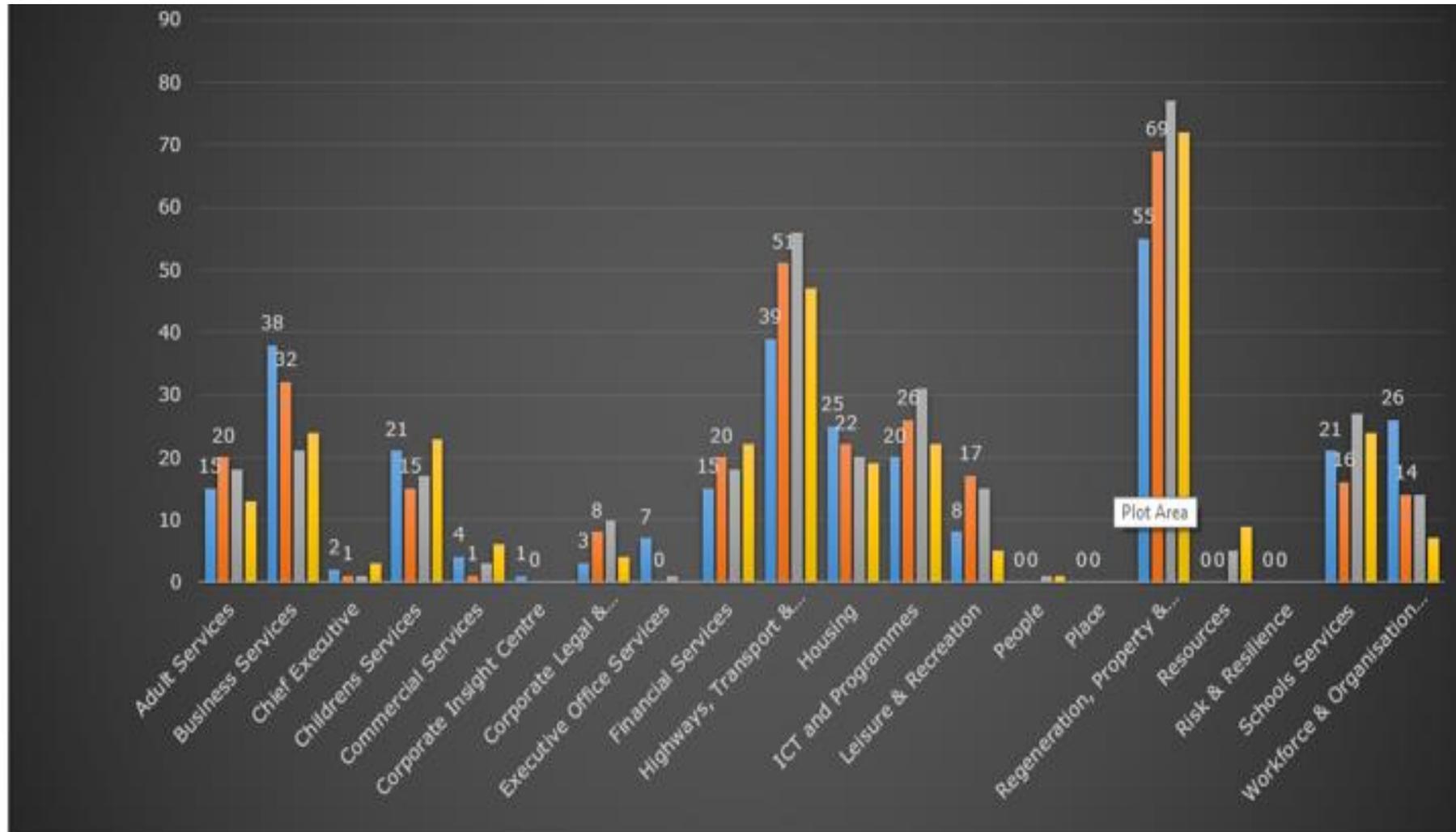
<b>Service Area</b>	<b>Numbers of incidents</b>
Adult Services	32
Business Support	3
Catering & Cleaning	2
Childrens Services	40
Commercial Services	1
Communications	2
Customer Services	6
Electoral Registration	2
Employment Services	5
Environmental Health	2
Finance	5
Housing	8
HTR	2
Human Resources	11
ICT	12
Income & Awards	10
Legal and Democratic services	8
Leisure & Recreation	3
Other controllers	7
Planning	1
Schools Services	11
Trading Standards	1
Waste	2

<b>Type of Incident</b>	<b>Numbers</b>
Bogus Caller	1
Cyber	3
Equipment	3
Inappropriate access	5
Information Rights	4
Integrity of Information	7
Loss of information	9
Misdirected external email	19
Misdirected internal email	10
Misdirected internal post	10
Misdirected external post	38
Printers	5
Storage	3
Unauthorised disclosure	58
Vacating premises	1

**Information requests due each quarter by service area**

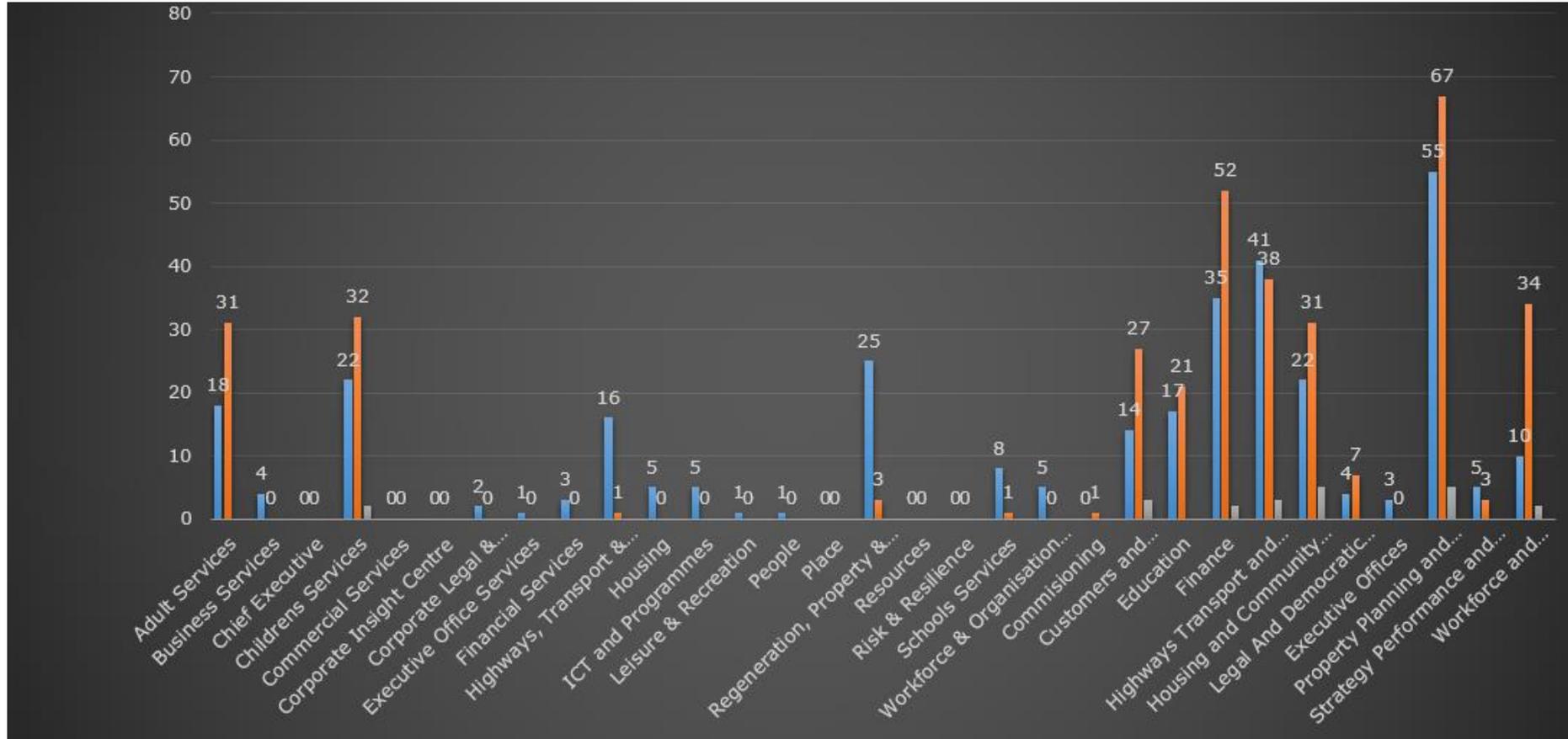
\* Management of requests are undertaking on calendar year basis

**2018**



Key –

Blue – Jan to March 2018, Orange - April to June 2018, Grey - July to September 2018, Yellow - October to December 2018

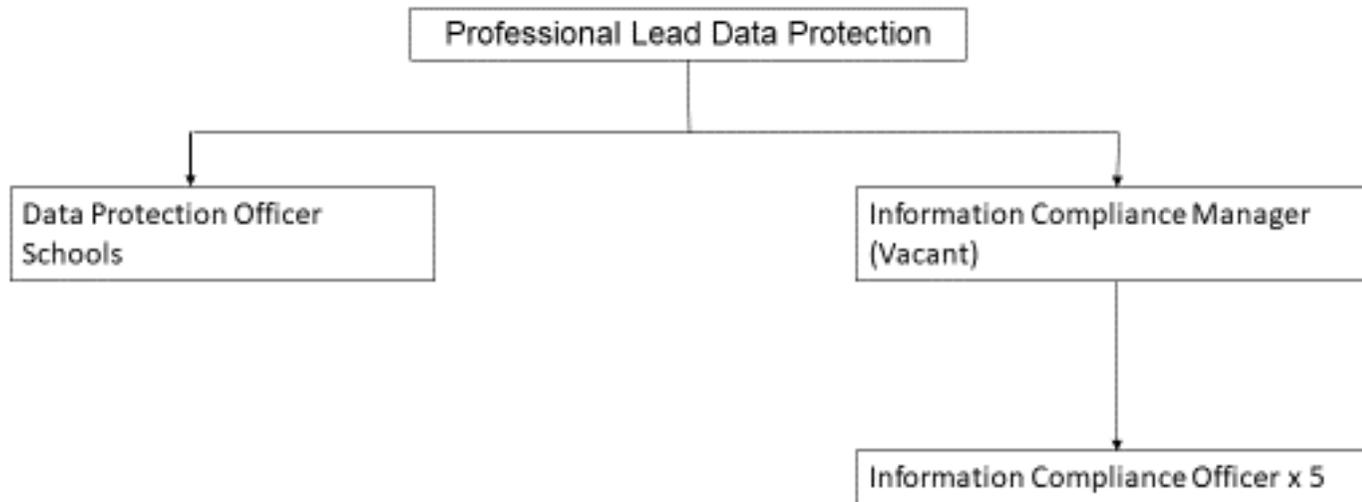


Key –

Blue – Jan to March 2019, Orange - April to June 2019, Grey - July to September 2019

NB – Structure and service area name changes during the course of this reporting period has resulted in repeated service area identification through the report.

Information Compliance team structure.



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# Public Document Pack

## MINUTES OF A MEETING OF THE IMPROVEMENT AND ASSURANCE BOARD HELD AT COMMITTEE ROOM A - COUNTY HALL, LLANDRINDOD WELLS, POWYS ON WEDNESDAY, 5 JUNE 2019

### Present

Jaki Salisbury (Acting Chair)	JSa	Independent Member
Cllr Rosemarie Harris	RH	Executive Leader
Bozena Allen	BA	Independent Member
Cllr Aled Davies	AD	Deputy Leader
Cllr James Gibson Watt	JGW	Leader of the Liberal Democrat Group
Phil Hodgson	PH	WLGA Adviser

### In Attendance – PCC Representatives

			Present for Item:
Alison Bulman	AB	Director of Social Services	All
Caroline Turner	CT	Chief Executive	All
Catrin Jones	CJ	Welsh Government	All
Cllr Rachel Powell	RP	Portfolio Holder for Young People	All
Cllr Stephen Hayes	SH	Portfolio Holder for Adult Services	All
Dylan Owen	DO	Head of Transformation for Adult Services	1 - 3
Emma Palmer	EP	Head of Strategy, Performance and Transformation Programmes	All
Felicity Llewellyn	FL	Minute Taker	All
Jan Coles	JC	Head of Childrens Services	5
Jane Thomas	JT	Head of Financial Services	6
Lisa Williams	LW	WAO	All
Michael Gray	MG	Head of Adults Services	1 - 3
Ness Young	NY	Corporate Director (Transformation)	All

### Apologies

Jack Straw (Chair)	JS	Independent Chair
Alistair Davey	AD	Welsh Government Social Services Division
Cllr James Evans	JaE	Portfolio Holder for Corporate Governance
Cllr Matthew Dorrance	MD	Leader of the Labour Group

#### 1. MINUTES OF THE LAST MEETING

The minutes of the last meeting were agreed as a true record.

#### 2. UPDATE ON ACTIONS FROM THE LAST MEETING

Page 5 - re: unallocated cases, AB and BA had already had a brief discussion; but this is still being pursued and a further meeting will be held at the end of June.

Page 5 – The Action from the last meeting requesting a report back on a number of indicators will be covered under item 3.1 - Adult Services Performance report.

Page 5 - [Referring to the action of the previous meeting] **ACTION: CJ will liaise with Natalie Avery and Albert Heaney re request for updated national benchmarking data.**

Page 6 - re The Signs of Safety event (Children's Services) – this was very well attended, and there was a positive 'buzz' from all involved. JC reported that Staff engagement was phenomenal, with fantastic comments regarding the change in culture. A further event for both Children's and Adults Services is scheduled for July; PH will be attending the staff event, and a broader schedule of events (with Members and Board Members etc. being invited) will be considered as part of the future programme. The staff-led rugby song parody was incredibly well received, and the day ended on a high note. The Board welcomed the extremely positive feedback.

Page 7 – Recommendation ref Children Services Performance report dealt with at item 6.1

Page 7 re: Legal Support [Referring to the action of an earlier meeting] An interim update on the Legal Support matter was provided at the last meeting, and a full response will be presented to the Board on 26 June 2019 by Clive Pinney, Head of Legal and Democratic Services.

**NOTE: This paragraph was discussed under item 6.1 but is included in item 2 for ease of reference.**

Page 7 4.3 (which was discussed as part of the Children's Services Performance item 6.1): National LAC project – PH noted that the First Minister has set a priority for reducing LAC, and there is a programme of visits for local authorities across Wales; Powys was visited in late May 2019. PH highlighted that the visit to Powys included very impressive presentations to the WG team, which clearly demonstrated the change in practice e.g. Signs of Safety (the video with an energetic, engaging Social Worker, and a Team Manager working with a high-risk case). The information was extremely dynamic, and PH suggested that a similar approach may be beneficial for the Board. CT thanked PH for the positive feedback, which was very welcome. AB expressed her thanks to JC and her team; JC will feedback to her team. RP highlighted the great assurance and demonstration of strategy that the visit had provided, and thanked PH and the WG team for their feedback. JGW requested sight of the videos and suggested that some reflective examples of the team's approach to challenging / unsuccessful results also be included; JC agreed that it is important to acknowledge when situations do not go as hoped. ACTION: JC will provide the Board with access to the videos.

**Page 9 - ACTION: CT will bring a paper re: Member development and scrutiny matters to the Board in August/September.**

Page 9 - NY had discussed with CJ the options for Member development re: the digital programme.

<b>3. ADULT SERVICES</b>
--------------------------

**3.1. Adult Services Performance Report**

- DO stated that 100% of statutory safeguarding enquiries are being met.
- DO noted the end of year financial situation is positive the £2million "underspend" was achieved on the adjusted budget, however this is after an additional £6.5million investment last year).
- DO noted that Delayed Transfers of Care remain a concern.

- DO update re domiciliary Care within the market and county; the service has recently met with John Bolton who has a model for the flow through the hospital system and how many people – in a normal service – end up receiving domiciliary care etc. PCC will be working with Powys Teaching Health Board to populate that model. **ACTION: MG/DO confirmed that the service will link to the model within the transformation section of the next Board meeting.**

BA noted that Quality Assurance has reduced, except for performance management oversight, which has increased. MG highlighted the robust Quality Assurance process in place, and good practice is being used as exemplar practice which is resulting in greater buy-in from staff. **RECOMMENDATION: Reflect on KPIs relating to the care pathway.** Re: page 21, vacancies, there are difficulties in recruiting to the vacancies in the Older People South Team, and these are being addressed in conjunction with the HR and Communications Teams. **ACTION: As part of the Performance Report, an update on the vacancies situation will be provided by MG in future reports.**

BA and AB met regarding Safeguarding and ASSIST, and a further discussion will take place at the end of June.

SH stated that the transfer of residential care homes took place in May, and it was a smooth transition.

SH noted that he has requested that the service identify a clear policy of choice and top up for the service and that he expects the service to design an Adult service fit for the future.

CT provided a verbal update on the current DTOC situation, and AB highlighted the encouragement of creative approaches to support service users to take up the appropriate available places.

In response to the action agreed at the previous meeting, MG provided a verbal update to the Board regarding strength-based practices, outcomes, care planning, and management oversight (a paper will be circulated following the meeting). What PCC is trying to do (ongoing) is shifting the culture from 'what can we do for you' to 'what would you like to be able to do, and what resources would help you do that?' and then identify the gaps which the authority can help to provide. This includes developing staff skills and reflective practice; strength-based training is being provided to staff; 30 places have been provided on mentoring training which is taking place in the summer. The dedicated quality assurance manager has liaised closely with the trainer to ensure it is bespoke to the needs of Powys. Care planning; qualified social workers are signing off their own assessments, monitored via internal processes. Management oversight is a continuous piece of work, prioritising cases and preventing delays. Monthly Quality Assurance takes place (including auditing by the Head of Service), and themes of improvement are generated through the auditing.

### 3.2. Adult Services Progress Against CIW Actions

The CIW recommendations summary (which is presented to the Board monthly in lieu of the full detailed plan) will be refreshed after next month's transformation discussion and the revised plan will be presented to the Board in an upcoming meeting.

### **3.3. Adult Services CIW Monitoring Visit**

The monitoring report assisted in identifying what works well, and what can be improved. The feedback between the perceived service gaps and how that feeds into future commissioning plans will continue to be developed to encourage co-design. Some key partners engaged with the process were not approached by CIW, and there is a need to ensure that partners are involved at all appropriate levels. The referral form was felt to be very good (person-centric).

AB and DO have met with Denise Moultrie of CIW to discuss the feedback.

### **3.4. For information: Sample of Compliments**

The Board welcomed the sample.

### **3.5. For information: Domiciliary Care and Dynamic Purchasing Systems Presentation**

The Board welcomed the presentation, which follows the earlier workshop.

<b>4. CORPORATE LEADERSHIP AND GOVERNANCE</b>
---

CT provided a verbal update.

Senior Management Structure – Clint Middleton will join the authority on 01 July 2019 (Head of Digital and Communications) and the full senior team will then be in place. There will be a reflection over the summer as to whether the new model is working effectively in practice e.g. the strategic focus, and whether the links between Executive Management Team and Senior Leadership Team are working well.

Member interface – the three new scrutiny committees have met, and working groups are being established to enable background information to be developed to support in depth understanding and briefing of key issues to facilitate more effective scrutiny. Quarterly Portfolio Holder Meetings are taking place.

Director of Social Services Role – AB is in the process of finishing the annual report (Scrutiny, Cabinet and full Council).

Performance Management and Culture across the organisation – this is being emphasised throughout the organisation. Corporately, the top 5 indicators and risk profile are being regularly considered. Service meetings and quarterly meetings with portfolio holders are becoming more effective. Individual members of staff are appraised annually (and reviewed six-monthly), but it is acknowledged that this process needs to be strengthened further.

Estyn will be inspecting the schools service week commencing 17 June 2019, with the formal inspection week commencing 01 July 2019. The citizens survey has been launched by Estyn.

Vision 2025 links to financial planning and budget decisions, and there will be a review of priorities and outcomes.

The Transformation Programme is developing; the Transformation Board has met several times. A presentation will be provided to the Board on 26 June 2019.

<b>5. CHILDREN'S SERVICES</b>
-------------------------------

## 5.1 Children's Services Performance Report

- AB thanked JC for her leadership throughout the challenging structural transition.
- JC said that there is a time lag in reporting, which the Board acknowledged.
- JC stated slightly delayed but high-quality assessments are being prioritised over poor assessments within timelines.
- JC stated Statutory visits are not good enough; it is expected that within three months of the completion of the restructure (which is taking place by the end of June) performance will improve. JC also outlined the 38% supervision PI is incorrect due to the restructure and HR system issues. It was agreed that in instances such as this it may be better just to give a verbal explanation.
- JC said that the 80/20 front door split is being achieved, and the source of referrals will be refined in future windscreen reports.
- JC confirmed the numbers of children on the child protection register are slowly reducing.
- JC said issues are generally moving forward in a positive direction throughout the report.
- JC explained the '10 children without a care plan' figure was a snapshot in time and not reflective of the current situation (which today is 1 child without a care plan).

PH acknowledged that KPIs are work in progress, but noted the progress made; PH and JC have been liaising over the last week.

2 out of 3 vacant Senior Manager posts have been appointed in this round in addition to those appointed previously; Senior Manager for Early Help and Assessment is in post; Senior Manager for Care and Support was an internal candidate who was promoted; the Senior Manager for Corporate Parenting is in the process of agreeing a start date; Senior Manager for Intervention and Prevention was an internal candidate who has been promoted. The Senior Manager for Quality Performance is filled in an interim capacity by an existing post holder.

JC provided a verbal update on the workforce, including: 49 Social Workers (26 permanent), plus 17 Senior Social Workers (12 permanent), 17 Principal social workers (14 permanent), 16 Team Managers (13 permanent) and 6 IRO's (5 permanent). BA highlighted that a similar situation exists within England also, in terms of a lack of Social Workers and JC stated that there needs to be a different approach taken to deal with the issue.

PH requested an update on the 'safe' transfer of cases when people are moving around the system during the restructure; JC advised that children will remain with their 'current' staff member until the end of June whilst the staff transfer to their new teams (at which point the new structure will be fully implemented) and as from 01 July the children will then be transferred to the appropriate colleague in the new structure – this had been an idea developed and agreed between Senior Managers.

PH requested that the 'measures still in development' section of the Performance Report is completed, and JC explained that the Leaving Care Dashboard has been prioritised. **ACTION: JC will ensure that the implementation timelines are included within each section of the report.**

BA requested an update on the sickness levels of staff; JC, her leadership team and HR colleagues will be discussing the service sickness in detail next week; the increased sickness is fully acknowledged by the service.

BA requested an update on the partnership between the legal support team and the services. PH acknowledged the positive development in legal services and children's services working together and noted the lawyer in attendance at the recent LAC reduction meeting was well informed about the case histories, practice framework and early intervention.

**RECOMMENDATION: That a 12-month cumulative flow of referrals detailed on page 13 is produced.** It was noted that the school holidays affect the number of referrals, and RP suggested that healthcare partners may be able to provide a view.

RH requested an update on the out of hours support, and whether there is an opportunity to work collaboratively with partners in the broader region; JC explained that further work is being undertaken; AB advised that a meeting had been due to take place with Shropshire Council to discuss the potential to 'share' Social Care workers in the short term, but the meeting has not yet taken place and revised dates have not yet been received from Shropshire Council.

JSa queried that since the report format has been updated, the 'what are we worried about' section has been removed and the request last month had been to strengthen this section of the report so that the what, when, who and how elements are addressed ; CT suggested that the detail be re-introduced for each section. **ACTION: JC to request the amendment to the format of the Performance Report.**

### **5.2 Children's Services Progress Against CIW Recommendations**

JSa queried the format of the report, as it no longer states the CIW recommendation number etc. JC advised that the format had been changed as a result of earlier feedback from the Board, and that reverting to presenting the full plan would be more appropriate and clear for the Board and also less time-intensive for the service.

**ACTION: JC to arrange to submit the full plan to the Board in future.** CT stated that the monthly document for the Children's Services Leadership Team includes all of the relevant information, including the actions from the Board, and how the actions have been completed i.e. confirming assurance.

Included in the July Board meeting will be the review of progress since the last CIW monitoring visit report (January 19), which at that point would have been received six months prior.

### **5.3 For information: Participation and Voice Strategy**

The Board welcomed the final strategy following the earlier workshop.

### **5.4 For information: Leaving Care Service Improvement**

The Board welcomed the clear report. RP noted that this is a really good starting point, with opportunities for further learning and information. JSa said that there are many ways that PCC and its partners could provide Corporate Parenting input and this had been discussed at a previous workshop on leaving care, including apprenticeships, work experience, etc. It is hoped that this opportunity would be taken up by every department within the Council as well as by partners and businesses.

For information, CIW will be on site on 19 and 21 June 2019.

<b>6. FINANCIAL OVERVIEW AND FORECAST</b>
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The report for the year to 31 March 2019 was circulated immediately prior to the meeting, following consideration by PCC Cabinet yesterday.

JT provided a verbal overview of the report. The final outturn position was an overspend of £713k, which was an improvement to the February 2019 forecast. Action was taken in Autumn 2018 to hold budgets, spend and vacancies. The Capital budget was underspent, and there was a benefit from some Welsh Government Capital grant, and these both contributed to the improved position. It is planned that Capital reporting will be amended in future to undertake a whole review each quarter in order to improve the accuracy of in-year reporting. The overall report supports the decision-making that has been made throughout the year. There is a significant level of risk in the current year's budget. Significant savings are required across the board, with the reserves providing only a little mitigation of the risk. The Children's Services spend increased due to the number of LAC, agency workers etc. Corporately, £12m efficiency savings were expected, with £6.5m achieved. £1.8m of savings from 2018/19 must be achieved in 2019/20. Financial reports are being considered by Cabinet more frequently, including the outturn report and savings reports (which will challenge non-delivery and consider alternative ways to achieve the savings if appropriate and necessary). Financial planning for future years has started in earnest and has developed considerably over the last few weeks; services are each exploring the options for delivering on outcomes within budget envelopes.

JSa highlighted the importance of services developing their use and knowledge of data to inform options and this would take some time to develop. CT explained the need to ensure long-term planning, and to provide clarity and explanations of the financial challenges to Members, Staff, Partners and the community.

PH noted that austerity and legislation provide a basis for explaining to communities why change is required; AB noted that better outcomes are the key driver for Social Services. AD noted that the information needs to be clear, concise and demonstrate why the changes being proposed/made are the right thing to do. Plans for early corporate planning workshops for all Council Members were welcomed.

<b>7. DATES OF FUTURE MEETINGS</b>
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CT noted that due to clashes, room availability etc., JS had agreed that future meeting dates may not be set to Wednesday afternoon but will instead be scheduled to best suit all those who attend.

- 26 June 2019
- 31 July 2019
- 28 August 2019
- 25 September 2019
- 30 October 2019
- 27 November 2019

**Jaki Salisbury, Acting Chair**

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**MINUTES OF A MEETING OF THE JOINT PARTNERSHIP BOARD HELD AT  
COUNTY HALL, LLANDRINDOD WELLS ON THURSDAY 6 JUNE 2019**

## PRESENT

Cllr Stephen Hayes (SH),	Cabinet Member PCC
Cllr. Aled Davies (AD)	Cabinet Member, PCC
Cllr. Rosemarie Harris (RH)	Cabinet Member PCC
Cllr. Rachel Powell (RP)	Cabinet Member PCC
Prof Vivienne Harpwood (VH)	Chair PTHB
Carol Shillabeer (CS)	Chief Executive, PTHB
Melanie Davies (MD)	Independent Member, PTHB
Owen James (OJ)	Independent Member, PTHB

In attendance:

Ali Bulman (AB), Corporate Director Children and Adults PCC  
Clive Pinney (CP), Head of Legal and Democratic Services PCC  
Ness Young (NY), Corporate Director Transformation PCC

<b>1. APPOINTMENT OF CHAIR</b>
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Professor Vivienne Harpwood was appointed Chair for the ensuing year.  
It was agreed that the handover would take place at the end of the meeting and that Councillor Hayes should chair the rest of the meeting.

<b>2. APPOINTMENT OF VICE-CHAIR</b>
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Councillor Stephen Hayes was appointed Vice-Chair for the ensuing year.

<b>3. APOLOGIES</b>
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Apologies for absence were received from Julie Rowles, Director of Workforce and Organisational Development

<b>4. MINUTES</b>
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The minutes of the last meeting held on 21<sup>st</sup> March 2019 were agreed as a correct record.

Matters Arising

Community Hubs – Ness Young and Hayley Thomas would be meeting to discuss.

North Powys Wellbeing Programme – CS would forward the minutes of the Overview group so they could be reported to the PCC Cabinet.

Assist - the Council's new single point of contact for Adult Social Care called Assist was launched on 25<sup>th</sup> March. CIW had inspected the new service on 1 May. There had been some good feedback particularly on the engagement of staff. Areas for improvement would be addressed in service delivery plans. Colleagues in the Health Service were encouraged to notify the council of any glitches they found in the system. It was also noted that there would be a CIW inspection of Children's Services in the coming weeks.

Councillor Rachel Powell was congratulated on being asked to chair the Policy Forum on Children's Service in Wales.

<b>5. SECTION 33 AGREEMENTS</b>
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It was confirmed that all of the 2018-19 individual Section 33 Agreements had now been signed by the CEOs of PCC and PTHB as agreed by the JPB at its last meeting.

The draft 2019-20 individual agreements were well advanced, but before they were signed off there needed to be final checks to ensure accuracy and that all had appropriate objectives, governance and performance arrangements in place for the year ahead. These actions would be completed by the end of June and JPB was therefore asked to delegate authority to the PCC and PTHB Chief Executives to finalise and sign off the individual agreements for 2019-20 by 30 June 2019, with the exception of the Carers agreement which required further work.

**RESOLVED to**

- **Note the findings of the two Internal Audit Reports set out at Annex 2 to the report and progress being made to address these.**
- **Agree to the establishment of a Joint Officer Group to provide management oversight of the overarching agreement and individual agreements and to address all the audit recommendations.**
- **Note the service performance and financial outturns for the 2018-19 agreements and agree the recommendations of managing any under/overspends as outlined in the report.**
- **Note the key proposed changes to and the financial implications of the 2019-20 agreements.**
- **Delegate authority to the PCC and PTHB Chief Executives to finalise and sign off all the individual agreements for 2019-20 by 30 June 2019, with the exception of Carers S33 Agreement which will be signed off in September.**
- **Delegate management oversight of individual agreements to the Joint Officer Group and agree to receive performance and highlight reports twice a year.**

<b>6. PCC RESIDENTIAL CARE CHOICE AND TOP-UP POLICY</b>
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AB advised that the service was developing a policy for when it had discharged its duty in offering services to clients which the clients then declined and at which

point a third party top up applied. She confirmed that she would engage with colleagues in the health service.

<b>7.</b>	<b>MACHYNLETH AND NORTH POWYS WELLBEING SCHEMES</b>
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CS gave an update on the Machynlleth community hub project. The business case had been supported by the Welsh Government and it was hoped contractors would be on site by the end of 2019.

CS advised that the North Powys Wellbeing Project would be launched on 14<sup>th</sup> June. JPB asked for a fuller report with timelines at its next meeting.

<b>8.</b>	<b>REGIONAL PARTNERSHIP BOARD</b>
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CS gave an update. A recent workshop had self-assessed how the RPB was working and had found that partners were committed, with the citizen representatives making valuable contributions. The RPB was looking to become more strategic in its outlook and less concerned with small scale projects. Looking forward, next year there would be more emphasis on projects focussing on children's emotional and mental health.

<b>9.</b>	<b>ANY OTHER BUSINESS</b>
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There was no other business

**Professor Vivienne Harpwood  
Chair**

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### Delegated Decision List

14 June	Portfolio Holder for Young People and Culture	Approved the Powys Children Looked After Strategic Framework.
25 June	Portfolio Holder for Highways, Recycling and Assets	Initiated the Traffic Regulation Order consultation procedure for the Llandrindod Wells parking review.
1 July	Portfolio Holder for Corporate Governance, Housing and Public Protection	Approved actions arising out of the Food Standards Agency Focused Audit of Local Authority Implementation of the Statutory Food Hygiene Rating Scheme in Wales.

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Cabinet Date	Cabinet/EMTD Title	Portfolio Holder	Lead	Decision Maker
30/07/19	16/07/19 Post 16 Review update	Councillor Myfanwy Catherine Alexander	Marianne Evans	Cabinet
30/07/19	16/07/19 Treasury Management Review Report 2018/19	Councillor Aled Wyn Davies	Ann Owen	Cabinet
30/07/19	16/07/19 Treasury Management Quarter 1 Report	Councillor Aled Wyn Davies	Ann Owen	Cabinet
30/07/19	16/07/19 HRA Business Plan	Councillor James Evans	Dafydd Evans	Cabinet
30/07/19	16/07/19 Housing association development programme (PDP)	Councillor James Evans	Dafydd Evans	Cabinet
30/07/19	16/07/19 Local Housing Market Assessment	Councillor James Evans	Dafydd Evans	Cabinet
30/07/19	16/07/19 HRA New Build Programme	Councillor James Evans	Dafydd Evans	Cabinet
30/07/19	16/07/19 Medium Term Financial Strategy	Councillor Aled Wyn Davies	Jane Thomas	Cabinet
30/07/19	16/07/19 Budget Outturn Report	Councillor Aled Wyn Davies	Jane Thomas	Cabinet
30/07/19	16/07/19 Feasibility Study	Councillor James Evans	Nia Hughes	Cabinet
30/07/19	16/07/19 Corporate Safeguarding 6 Monthly Update	Councillor Stephen Hayes	Alison Bulman	Cabinet
30/07/19	16/07/19 School Major Improvement Welsh Government Grant Programme	Councillor Myfanwy Catherine Alexander	Marianne Evans	Cabinet
30/07/19	16/07/19 Capital Programme Update as at 30 June	Councillor Aled Wyn Davies	Jane Thomas	Cabinet
30/07/19	16/07/19 Banw / Llanerfyl Objection Report	Councillor Aled Wyn Davies	Marianne Evans	Cabinet
30/07/19	16/07/19 Crickhowell High School - Increased Capacity	Councillor Myfanwy Catherine Alexander	Marianne Evans	Cabinet
30/07/19	16/07/19 Hafren and Ladywell Green Schools Reorganisation Proposal and Strategic Outline Case	Councillor Myfanwy Catherine Alexander	Marianne Evans	Cabinet
30/07/19	09/07/19 Ysgol Cedewain Capital Project Strategic Outline Case	Councillor Myfanwy Catherine Alexander	Marianne Evans	Cabinet
31/07/19	Prosecution enforcement policy	Councillor James Evans	Clive Jones	Portfolio Holder

31/07/19		Light review of the Strategic Equality Plan	Councillor James Evans	Bets Ingram	Portfolio Holder
31/07/19		Review of WHQS compliance policy	Councillor James Evans	Dafydd Evans	Portfolio Holder
31/07/19		Minimum Unit Prices	Councillor James Evans	Clive Jones	Portfolio Holder
31/07/19		Regional Technical Statement	Councillor Martin Weale	Peter Morris	Portfolio Holder
31/07/19	04/06/19	Changes in structure to National Trading Standards Estate Agency Team	Councillor James Evans	James Munro	Portfolio Holder
31/07/19		Update on Corporate landlord	Councillor Phyl Davies	Angela Protheroe	Portfolio Holder
31/07/19		Y Gaer car park	Councillor Phyl Davies		Portfolio Holder
30/08/19		Review of landowner grants for installing gates on public paths	Councillor Aled Wyn Davies	Sian Barnes	Portfolio Holder
30/08/19		Review of Commons Registration fees and charges	Councillor Aled Wyn Davies	Sian Barnes	Portfolio Holder
17/09/19	03/09/19	HAMP	Councillor Phyl Davies	Alastair Knox	Cabinet
17/09/19	03/09/19	South Office Review	Councillor Phyl Davies		Cabinet
17/09/19	03/09/19	Outcome of the tenants' satisfaction survey	Councillor James Evans	Dafydd Evans	Cabinet
17/09/19	03/09/19	Highways Winter Plan	Councillor Phyl Davies	Shaun James	Cabinet
17/09/19	03/09/19	Budget Outturn as at 31 July 2019	Councillor Aled Wyn Davies	Jane Thomas	Cabinet
17/09/19	03/09/19	Health & Care Strategy – Statements of Intent	Councillor Stephen Hayes	Dylan Owen	Cabinet
17/09/19	03/09/19	Capital Programme Update as at 31 July	Councillor Aled Wyn Davies	Jane Thomas	Cabinet
17/09/19	03/09/19	-Revised protocol for authorising motorsports events under section 33 of the Road Traffic Act 1988	Councillor Aled Wyn Davies	Sian Barnes	Cabinet
30/09/19		Implications of Grenfell (awaiting Inspector's report)	Councillor Martin Weale	Ian Maddox	Portfolio Holder
30/09/19		Consolidation of Parking	Councillor Phyl Davies	Shaun James	Portfolio Holder
30/09/19		Consolidation for speed limits	Councillor Phyl Davies	Tony Caine	Portfolio Holder
30/09/19		Moelfre City	Councillor Phyl Davies	Alastair Knox	Portfolio Holder
30/09/19		Flood Risk Management Plan	Councillor Phyl Davies	Alastair Knox	Portfolio Holder
08/10/19	24/09/19	3 x Supplementary Planning Guidance	Councillor Martin Weale	Peter Morris	Cabinet

National Development Framework – Welsh Government					
08/10/19	24/09/19	consultation	Councillor Martin Weale	Peter Morris	Cabinet
08/10/19	24/09/19	Budget Outturn as at 31 August 2019	Councillor Aled Wyn Davies	Jane Thomas	Cabinet
08/10/19	24/09/19	Capital Programme Update as at 31 August	Councillor Aled Wyn Davies	Jane Thomas	Cabinet
11/10/19		Winter Plan	Councillor Phyl Davies	Shaun James	Portfolio Holder
05/11/19	22/10/19	Treasury Management Quarter 2 Report	Councillor Aled Wyn Davies	Ann Owen	Cabinet
05/11/19	22/10/19	Budget Outturn as at 30 September 2019	Councillor Aled Wyn Davies	Jane Thomas	Cabinet
05/11/19	22/10/19	Specialist Centre Provision	Councillor Myfanwy Catherine Alexander	Imtiaz Bhatti	Cabinet
05/11/19	22/10/19	Capital Programme Update as at 30 September	Councillor Aled Wyn Davies	Jane Thomas	Cabinet
27/11/19	12/11/19	Council Tax Base	Councillor Aled Wyn Davies	Andrew Griffiths	Cabinet
27/11/19	12/11/19	School Balances	Councillor Myfanwy Catherine Alexander		Cabinet
17/12/19	03/12/19	Budget Outturn as at 31 October 2019	Councillor Aled Wyn Davies	Jane Thomas	Cabinet
17/12/19	03/12/19	Transfer of properties from general fund to Housing	Councillor Phyl Davies		Cabinet
17/12/19	03/12/19	Upper House Farm, Crickhowell	Councillor Phyl Davies		Cabinet
17/12/19	03/12/19	Corporate Asset Policy Review	Councillor Phyl Davies		Cabinet
17/12/19	03/12/19	Capital Programme Update as at 31 October	Councillor Aled Wyn Davies	Jane Thomas	Cabinet
17/12/19	03/12/19	Schools Funding Formula Review	Councillor Myfanwy Catherine Alexander	Nancy Owen	Cabinet
21/01/20	07/01/20	Regional Technical Statement - Minerals	Councillor Martin Weale	Peter Morris	Cabinet
11/02/20	28/01/20	Evaluation of the impact of the roll out of full service universal credit on HRA rent arrears	Councillor James Evans	Dafydd Evans	Cabinet

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